



Title VI Non-Discrimination Plan
Relating to Federal Highway Administration (FHWA) Funds
2018

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Introduction

This report supplements the City of Tempe's Title VI Plan and provides information on the accomplishments by the ADOT Federal Highway Administration (FHWA) funded programs for FY 2017/18.

Policy Statement

It is declared to be the policy for the citizens of Tempe, Arizona, that no person is discriminated against on the grounds of color, race, or national origin as provided by Title VI of the Civil Rights Act of 1964 and related legislation. Specifically, Title VI asserts that, "No person in the United States shall, on the grounds of race, color, or national origin, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving federal financial assistance." Additional protections are provided for religion, sex, disability, age, income status, familial status, sexual orientation, gender identity and familial status. The City of Tempe strives to ensure nondiscrimination in all of its programs and activities, whether those programs and activities are federally funded or not. As a sub-recipient of federal funding, The City of Tempe is responsible for initiating and monitoring Title VI activities, preparing required reports, and other responsibilities as required by the U.S. Department of Justice per 28 Code of Federal Regulations (CFR) § 42.401 et seq. and 28 CFR § 50.3. The U.S. Department of Transportation Title VI implementing regulations can be found at 49 CFR part 21 and Ord. No. O2014.10, 2-27-14.

Title VI Assurances

(See Attachment A)

City of Tempe Certification Acceptance Organization Chart

(See Attachment B)

Administration

Title VI Coordinator Responsibilities

City of Tempe Title VI Coordinator is responsible for ensuring the implementation of the Title VI Plan. City of Tempe Title VI Coordinator is also responsible for implementing, monitoring, and ensuring the City's compliance with the Title VI regulations.

As Title VI relates to the FHWA/ADOT funding program, Tempe is to ensure compliance with all Title VI requirements as part of the design and construction of the city's Capital Improvement Program. Part of the responsibility of the Title VI Coordinator is to develop direct connections between ADOT's Title VI office and the city. This connection will ensure the City of Tempe has the latest updates regarding Title VI program requirements. The connection is through the development of working relationships with the Title VI ADOT office; subscribing to the email updates at <https://public.govdelivery.com/accounts/AZDOT/subscriber/new> (specifically, Doing Business with ADOT – Local Public Agency Communications); and, participating in the Certification Acceptance agency peer group which helps to facilitate education and understanding of the CA responsibilities including Title VI assurances.

By maintaining these connections, Tempe can be assured of receiving the latest information related to the Title VI program and be able to adjust our internal policies and procedures to match any change within the program. As new Title VI Program requirements are released, a comparison to Tempe's current processes will be conducted by the Title VI coordinator to identify any changes needed to maintain compliance.

If changes are needed, the procedures will be updated, and training will be scheduled for all those connected to the federal project to include, but not limited to: transportation planning; engineering design and construction teams; public information office; diversity office; purchasing office; and, public works administration.

Title VI Compliance Review Recommendation #3: 23 CFR 200.9(b)(1) (13): The Title VI Coordinator should develop a standardized process to ensure FHWA Title VI Assurance language is included in all FHWA contracts. This review process should be formally established and introduced agency-wide to ensure FHWA Title VI contract compliance.

City of Tempe Process Change: The City of Tempe has examined our Invitation For Bid (IFB) and Contract Templates and revised them to establish a **Federal Requirements** section. This section is maintained with the most current and/or applicable forms and documents related to FHWA Federal-

Aid requirements by the Title VI Coordinator. As a confirmation step, there is also a revised subcontract approval request form that is required to be submitted by all contractors for sub approval that lists all required documents in each subcontract agreement as included in the Prime contract.

The Federal Requirements section is reviewed, prior to the bid packet submittal to the ADOT as part of our Certification Acceptance, to ensure all the information regarding federal requirements is up-to-date. Additionally, as communication is released from ADOT with the latest updates, the federal requirements section is updated to reflect the current information required so it is ready for the next project.

Title VI Information Dissemination

Title VI information posters, including the name of the Title VI Coordinator and contact information, will be prominently and publicly displayed. Additional information relating to nondiscrimination obligation can be obtained from the city's Title VI Coordinator.

During New Employee Orientation, new employees will be informed of the provisions of Title VI, and the city's expectations for them to perform their duties accordingly. Title VI information will also be disseminated to city employees at least once per year via the City Manager's Biweekly Update to remind employees of the city's policy statement, and of their Title VI responsibilities in their daily work and duties.

Contracts and Vendors

Title VI Program information will be disseminated to contractors and beneficiaries through inclusion of Title VI language in contracts. All contractors, subcontractors, and vendors who receive payments from the City of Tempe are subject to the provisions of Title VI of the Civil Rights Act of 1964 as amended. Written contracts shall contain non-discrimination language, either directly or through the bid specification package which becomes an associated component of the contract.

The subcontractor's contract must be approved by the city to ensure all proper documentation related to the mandatory non-discrimination language is included in each contract. The Title VI Coordinator utilizes a subcontractor checklist to ensure all required language has been added to the contract. An annual random review of both the contractor and subcontractor contracts will be performed by both the Title VI Coordinator and the CA Liaison.

Any discrimination complaints against the subcontractors received by the City of Tempe will be forwarded to the Arizona Department of Transportation Civil Rights Office.

Record Keeping

The Title VI Coordinator will maintain permanent records, which include, but are not limited to, copies of Title VI complaints and related documentation, and records of correspondence to and from complainants, and Title VI investigations.

Title VI Complaints

If any individual believes that he/she or any other program beneficiaries have been the object of unequal treatment or discrimination as to the receipt of benefits and/or service, or on the grounds of race, color, and national origin, he/she may exercise his/her right to file a complaint with the City. Complaints may be filed with the Title VI Coordinator following the complaint information as outlined in this document or submit the information online at the following link: [Filing a Complaint](#).

If the information is submitted to the Title VI Coordinator with the City of Tempe, the complaint will be forwarded, within 72 hours of receipt, to the Arizona Department of Transportation Civil Rights Office for processing.

Title VI Compliance Review Recommendation #4: 23 CFR 200.9(b)(3): The Title VI Coordinator should establish procedures for FHWA-related Title VI complaints received by the City and these should be disseminated throughout the Agency.

City of Tempe Process Change: Often, discrimination complaints are funneled through the City of Tempe's Diversity Office. The Title VI Coordinator works directly with our Diversity Office to review all discrimination complaints and identify the correct steps for addressing it. To ensure the city is aware how to forward the complaint information, the information will be discussed at a city Director's meeting with each Director disseminating the information directly to their own department, so their staff is aware where to direct Title VI complaints.

All FHWA Title VI complaints related to race, color, or national origin are forwarded to the Title VI Coordinator for review and submission to ADOT. All complaints on City of Tempe projects that are not forwarded to ADOT because they are not Title VI related are still reviewed by our diversity office per our Anti-Discrimination Ordinance.

FHWA Title VI Complaint Procedures

These procedures apply to all complaints filed under Title VI of the Civil Rights Act of 1964, and the civil Rights Restoration Act of 1987 as they relate to any Federal Highway Administration program or activity administered by the City of Tempe, its subrecipients, consultants and contractors. In addition to these procedures, complainants reserve the right to file formal complaints with other state or federal agencies or take legal action for complaints alleging discrimination.

Required procedures for FHWA Title VI Complaints filed against the City of Tempe, the City of Tempe's subrecipients, contractors or consultants:

Any person, specific class of persons or entity that believes they have been subjected to discrimination on an FHWA-related activity or program as prohibited by the legal provisions of Title VI on the basis of race, color, national origin, can file a formal complaint with the City of Tempe. A copy of the Complaint Form may be accessed electronically at: <https://www.azdot.gov/business/civil-rights/title-vi-nondiscrimination-program/filing-a-complaint>.

1. The complaint must be filed within 180 days of the alleged discrimination and include the date the alleged discrimination became known to the complainant or the last date of the incident.
2. Complaints should be in writing, signed, and may be filed by mail, fax, in person, or email. However, the complainant may call the City of Tempe and provide the allegations by telephone for transcription. Once transcribed the City of Tempe will send the written complaint to the complainant for correction and signature.
3. A complaint should contain at least the following information:
 - a. A written explanation of what has happened;
 - b. A way to contact the complainant;
 - c. The basis of the complaint (e.g. race, color, national origin);
 - d. The identification of a specific person/people and the respondent (e.g., agency/organization) alleged to have discriminated;
 - e. Sufficient information to understand the facts that led the complainant to believe that discrimination occurred in a program or activity that receives Federal Highway Administration financial assistance; and is a consultant, contractor or subrecipient of the City of Tempe and
 - f. The date(s) of the alleged discriminatory act(s).

4. Upon receipt of a completed complaint, the City of Tempe will forward all FHWA Title VI complaints to Arizona Department of Transportation (ADOT) Civil Rights Office (CRO) within 72 hours.
5. ADOT CRO will forward all FHWA Title VI complaints to the FHWA Division Office.
6. All Title VI complaints received by the FHWA Division Office will be forwarded to the FHWA Office of Civil Rights for processing and potential investigation.
7. If the FHWA Office of Civil Rights determines a Title VI complaint against a subrecipient can be investigated by ADOT CRO, the FHWA Office of Civil Rights may delegate the task of investigating the complaint to ADOT CRO. ADOT CRO will conduct the investigation and forward the Report of Investigation to the FHWA Office of Civil Rights for review and final disposition.
8. The disposition of all Title VI complaints will be undertaken by the FHWA Office of Civil Rights, through either (1) informal resolution or (2) issuance of a Letter of Finding of compliance or noncompliance with Title VI. A copy of the Letter of Finding will be sent to the FHWA Division Office.
9. The complainant may also file a discrimination related complaint on an FHWA program or activity directly with ADOT or with the Federal Highway Administration by contacting the agencies at:

ADOT Civil Rights Office
206 S. 17th Avenue, Mail Drop 155A
Phoenix, AZ 85007
Email: civilrightsoffice@azdot.gov
602.712.8946
602.239.6257 FAX

Federal Highway Administration
U.S. Department of Transportation
Office of Civil Rights
1200 New Jersey Avenue, SE
8th Floor E81-105
Washington, DC 20590
Email: civilrights.fhwa@dot.gov
206.366.0693
202.366.1599 FAX

Data Collection

Statistical data (race, color, religion, sex, and national origin) regarding participants in and beneficiaries of city programs, impacted citizens and affected communities, will be gathered and

maintained by the city. At the initiation of a project, an analysis is performed utilizing the Maricopa Association of Governments' State Demographic Viewer to determine the potential need for Limited English Proficiency and transportation assistance for the first outreach meeting.

Tempe's Neighborhood Services division has developed a survey tool which is available at all public hearings and meetings. The survey tool asks questions regarding the participants gender, ethnicity, race, age, income and possible disability. The outreach facilitator informs all in attendance why the information is important, and it is completely voluntary. After each community outreach meeting, the Neighborhood Services staff will provide the Title VI Coordinator with the Public Involvement Summary report.

The information obtained from the survey tool will assist the City in identifying possible patterns of discrimination as it relates to a specific process, procedure or how the process or procedure is implemented. The specific compliance analysis with Title VI will include, but may not be limited to:

- Percent of benefits allocated to persons below the poverty line versus persons above.
- Distribution of benefits (dollars, facilities, systems, projects) by groups and communities.
- Impact of investments on income, race, sex, disability, and age groups.
- Impacts of the location and of projected population increases connected with a project.
- Language needs assessment and strategies to disseminate information.
- Transportation needs of all persons within boundaries of plans or projects.

At the completion of the project, an additional analysis is performed to identify any lessons learned to prepare for the next project. This review is conducted by the Neighborhood Services staff, the City transportation planner(s), the project manager as well as the Title VI Coordinator.

The City of Tempe Demographic Report can be found at the end of this report – Attachment D.

Title VI Compliance Review Recommendation #5: 23 CFR 200.9(b)(4): The Title VI Coordinator should develop a process to regularly collect and analyze FHWA Title VI demographic data from all internal program areas. This process should be formally adopted and introduced agency wide to ensure compliance with Title VI reporting requirements. **23 CFR 200.9(b)(5):** Demographic data collected and analyzed should also be used to conduct internal program area reviews to determine Title VI compliance.

City of Tempe Process Change: The City of Tempe, after visiting with ADOT Civil Rights staff, will be reviewing the data collected for all FHWA-related transportation projects within the city. Primarily, our Neighborhood Services division of Community Development works directly with our transportation planners when conducting the public outreach for every project whether federally funded or not. The review of the data collection will occur at the end of each public meeting to ensure the necessary demographic information is being collected and to identify any non-compliance issues. Should the review of the summary documentation illustrate a pattern of non-compliance or understanding, the Title VI Coordinator will work directly with the Neighborhood Services staff to review non-compliance issues and develop an improvement plan.

Special Emphasis Areas

As part of our CA Agency compliance, the City of Tempe will ensure sufficient monitoring of our engineering and transportation projects which are related to the federal funding obtained through ADOT from FHWA. The monitoring will focus on any identification of any disparate impact or treatment, material deficiencies, and/or discriminatory practices that require resolution or reporting.

This monitoring will work in conjunction/coordination with our Purchasing Division, Public Information Office, and Transportation Division as well as the ADOT Civil Rights Office. If any type of discriminatory trend or pattern is identified, the city will work closely with both our partners in ADOT as well as our CA Agencies to identify best practices and determine the steps and timelines needed to remedy the discrimination. Those steps will include how to prevent the specific discrimination from occurring in the future.

Annual Report

An annual report will be required to be complied by August 15 of each year. The Title VI Coordinator will be responsible for this report and it will be submitted to Arizona Department of Transportation (ADOT) by September 1. This report will review the Title VI accomplishments during the year and goals for the next year.

Title VI Plan Updates

The Title VI Plan will be updated every three years and will be submitted by August 1 to ADOT. If significant changes are made, a copy of Title VI Plan will be submitted to the ADOT Civil Rights Office as soon as the update has been completed, or as soon as practicable.

Training

The City of Tempe, Title VI Coordinator is responsible for overall Title VI related training and staff development for Agency employees. The Coordinator will organize or conduct a minimum of one internal Title VI training session annually. The Coordinator will organize and facilitate the provision of Title VI training sessions for consultants, contractors, and subcontractors periodically. ADOT's Civil Rights Office may be asked to provide applicable training.

Community Outreach

Community Outreach is a requirement of Title VI. Tempe will seek out and consider the viewpoints of minority and low-income populations while conducting public outreach. The City will engage the public in its planning and decision-making process, as well as its marketing and outreach activities.

The first step of outreach is to identify Tempe's Title VI populations affected by a Capital project. This information can be obtained by utilizing the maps.azmag.gov link and will provide general guidance for any public involvement process aiming to give the public ample opportunities for early and continuing participation in critical transportation projects, plans and decisions, and to provide full public access to key decisions. The report will illustrate any accommodations needed during our public outreach effort to include, but not limited to, LEP and transportation to meetings. The City community outreach efforts include:

- *Transportation Commission.* The Transportation Commission provides a forum for public hearings and other public involvement mechanisms to assure community-based transportation plans, projects and issues, and to meet all Federal and other guidelines for public involvement in transportation projects.
- *Tempe Involving the Public (TIP) Manual.* The TIP Manual was developed by the City of Tempe to maximize public input and engagement in planning activities. The target audience for the Manual includes residents, developers, and city staff. The goal of the Manual is to provide guidance in designing and implementing a public involvement program for a variety of projects. The level of public involvement will depend on the type of project but can range between just informing the public; asking for feedback; opening a two-way dialogue; engaging the public in decisions made during each step of the project; and giving the public authority to make decisions that will be ratified by the

City.

Title VI Compliance Review Recommendation #1: 23 CFR 200.9(b) (12): Executive Orders 13166 and 12898: An updated agency-wide Public Involvement Plan for transportation must be developed that addresses how the agency conducts outreach to the public and how it incorporates language access, Environmental Justice and Title VI considerations into the process. This Plan should also be disseminated to each program area for implementation. Additionally, contractors should also follow this Public Participation Plan adopted by the City.

City of Tempe Process Change: The City of Tempe has begun the process of revising our 2015 *Tempe Involving the Public (TIP) Manual* to address the incorporation of Environmental Justice, Title VI, and access to translation services for written and verbal components of public outreach. We have identified various City stakeholders and program areas for input on revisions to the manual to ensure that it is inclusive to all departments and staff. As part of the revised manual there is now a section specifically for city contractors outlining their additional responsibilities in compliance at any public meeting that they have, or interaction with the public. The Public Works Department program areas that we have identified are Engineering, Transportation, and Parks. We anticipate significant completion of this revision by the end of the calendar year and would welcome your comments prior to finalization of the manual.

- *Advertisements of public hearings.* Public hearings are held for capital improvement projects, light rail and bus route changes. Advertisements are published in the Arizona Informant (African American community), Asian American Times (Asian American community), LaVoz and Prensa Hispana (Hispanic community). Copies of the press releases in both English and Spanish.
- *On site community open houses.* Open houses are held at transit and community centers at various times through the day and week to increase the likelihood in meeting with residents to hear their comments and questions. These open houses are accessible by public transit and have planning staff available to answer questions in both English and Spanish.

Title VI Compliance Review Recommendation #2: 23 CFR 200.9(b) (11): As discussed during the on-site review; a written process should be established to report FHWA Title VI demographic data to the Title VI Coordinator. This process should be formally documented for distribution to each program area. The demographic data provided to the Title VI Coordinator should be continual to meet the FHWA Title VI annual reporting requirement to ADOT's Civil Rights Office.

City of Tempe Process Change: After visiting with ADOT Civil Rights staff, the City of Tempe has adopted the ADOT model of utilizing Title VI Meeting Summaries for all public meetings that outline the demographics of attendees, LEP accommodations, meeting documentation, and a summary of steps taken for public involvement. This allows the Title VI Coordinator to maintain program statistics and ensure that compliance is a continual effort with real time program corrections as needed.

- *Accessibility to community.* Planners receive calls regularly from minority and low-income community residents requesting information on capital improvements projects, service changes and offering comments and suggestions.
- *Online customer comment.* The online public comment forum allows for participants to select their language of choice. Comments are researched, and response is given back to the citizen. Comments are also accepted by phone, fax, email, US mail, and in person at any meeting

Limited English Proficiency (LEP)

Implementation Plan

The City of Tempe concurs with the findings and analysis of the regional LEP study conducted by the City of Phoenix which included Tempe and that 12% of the population speaks no English or limited English. Therefore, the city of Tempe has also determined that it has a significant obligation to provide LEP services. Below are the results of the study conducted by the City of Phoenix regarding the need for the implementation of an LEP Plan.

In the Phoenix Metropolitan Area, there are 40 different languages spoken in households where English is not the predominate language. Sixty eight percent of the population speaks English as a

primary language and 27 percent of the population speaks Spanish as the primary language. The remaining five percent of the population represents 39 different languages as the primary language, but each language spoken represents less than one percent of the entire regional population. Twelve percent of the service area population represents LEP residents that do not speak English or do not speak English well.

The City of Tempe's LEP Plan content is consistent with the guidance on an effective language implementation plan expressed in Sections V and VII of the U.S. Department of Transportation's Policy Guidance Concerning Recipients' Responsibilities to Limited English Proficient (LEP) Persons [Federal Register: December 14, 2005 (Volume 70, Number 239), 70 FR 74087].

Since the Regional Public Transit Authority (RPTA) Customer Service Call Center processes transit, Federal Transit Administration (FTA), related complaints for Tempe and RPTA Marketing provides significant written communications and training to Tempe residents, their assistance to LEP populations is documented.

Likewise, the City of Tempe processes transportation, Federal Highway Administration (FHWA), related complaints and the City of Tempe Transit Store, Tempe Marketing, and Tempe Public Information Office also provides written and oral communications services to Tempe residents for programs activities and services, so their assistance to LEP populations is documented as well.

First, a four-factor analysis was done to determine the extent to which LEP services needed to be provided. This analysis considered the following:

1. The number or proportion of LEP persons served or encountered in the eligible service population.
2. The frequency with which LEP individuals come in contact with services.
3. The nature and importance of services to LEP individuals.
4. The resources available to the recipient and the costs.

One third of the Phoenix Metropolitan Area population speaks Spanish or some other language other than English as a primary language, and 12 percent of the population speaks no English or limited English. Given these statistics, it was determined that the City of Tempe had a significant obligation to provide LEP services and needed to develop an LEP plan.

Four Factor Analysis – City of Tempe

Using the LEP guidance in 70 FR 74087 - 74100 on implementing an LEP plan, the following tasks were used to address the needs of the LEP population served:

One - Identifying LEP individuals who need language assistance.

The City of Tempe has identified the following numbers of individuals designated within the LEP population (according to the 2015 Census):

- Total Population: 169,816
- Minority Population: 68,642 (40.42%)
- Persons with Limited English Proficiency: 11,722
 - speak English “well”: 6,305
 - speak English “not well”: 4,233
 - speak English “not at all”: 1,184

Twenty-one percent (34,092) of Tempe’s population is Hispanic. The predominant LEP language is Spanish. When a project has been identified within our boundaries, the City can drill into the specific location to determine what additional LEP needs are required.

Two – Provide language assistance measures.

When scheduling a community outreach for a prospective project, the outreach team reviews the demographics for the area to ensure the City has a clear understanding of the LEP community which will be affected. Informational material (flyers/doorhangers/etc.) is consistently provided in both English and Spanish. In addition, the City always has a Spanish translator at all community outreach meetings as well as ensuring all meeting documents are provided in both languages.

Within the next two weeks, the City is launching our new website which will have a reader button to translate our website into Spanish; in addition, <https://translate.google.com> is available for other non-English/non-Spanish speaking individuals who wish to have our website translated.

The following graphs outlined the different services/programs provided by the City and how LEP is addressed:

City of Tempe

ITEM	2014	2015	2016	2017	2018
Ensure staff is available that is fluent in Spanish during all hours of operation including public meetings for transportation (FHWA) projects. The Courts and Police Department also serves as a LEP resource for the entire city including transportation activities or programs. If staff is proficient in the language that the customer is speaking, they will communicate with the customer and provide assistance. If staff is not proficient in the language, they will ask Tempe City Court for assistance. If fluency in the needed language is not found among Tempe City Court, assistance may be acquired through Language Line Services. Language Line Services provides over-the- phone, on demand video remote interpreting, and on-site interpretation, translation of documents, websites, and multimedia in over 200 languages.	X	X	X	X	X
FHWA Data Collection: (ADOT) Self-Identification Survey Cards are used to gather statistical information on who attends public meetings.	X	X	X	X	X

Tempe Transit Store

ITEM	2014	2015	2016	2017	2018
<p>Ensure staff is available that is fluent in Spanish during all hours of operation at the Transit Store. They provide customer service at ticket windows (general information, routing information, information on community events, route change notices, transit literature, and make sales on purchased passes/items). Lost and Found service is provided (in person and by telephone). Applications for reduce fare eligibility are also accepted at the Transit Store.</p>	X	X	X	X	X
<p>Monitoring and Evaluation: Conduct an evaluation of the City of Tempe LEP plan to gauge its effectiveness and determine if updates are needed every two years. The evaluation will:</p> <ul style="list-style-type: none"> Assess whether existing language assistance services are meeting the needs of clients with LEP. Assess whether staff members understand the City of Tempe LEP policies and procedures, how to carry them out, and whether language assistance resources are arranged for Seek feedback from LEP communities, including customers and community organizations, about the effectiveness of the City of Tempe LEP plan. 		X		X	
		X		X	
		X		X	
		X		X	

Public Information

ITEM	2014	2015	2016	2017	2018
Bilingual (English and Spanish) information.	X	X	X	X	X
Graphic-oriented interior signage including FHWA Title VI Notification.	X	X	X	X	X
On-site open houses using graphic displays prior any planned or programmed (FHWA) transportation-related projects. Questions answered in Spanish and English.	X	X	X	X	X
Written translation services through City of Tempe Public Information Office.	X	X	X	X	X
Annual Satisfaction Survey administered verbally in both English and Spanish for FHWA Transportation Projects.	X	X	X	X	X
Tempe Transit Survey administered biennially in English and Spanish	X	X	X	X	X

Tempe Administrative Support Services for Transportation Activities/Programs

ITEM	2014	2015	2016	2017	2018
The City of Tempe has a Customer Relations Center that includes bi-lingual staff.	X	X	X	X	X
Tempe also maintains a list of employees who can translate languages including Spanish, French, German, Japanese and American Sign Language.	X	X	X	X	X

Regional Call Center

ITEM	2014	2015	2016	2017	2018
The Valley Metro regional call center provides bi-lingual phone service to English and Spanish speaking customers during normal business hours. Approximately 50 percent of all Customer Service agents are bi-lingual.	X	X	X	X	X
Customer Service phone menus enable Spanish speaking customers to access transit information 24 hours a day.	X	X	X	X	X

Valley Metro & City of Tempe – Marketing (FTA and FHWA)

ITEM	2014	2015	2016	2017	2018
Produces approximately 100 pieces of literature annually in both English and Spanish including the following: Ride Choice Brochure Transit Book Dial-a-Ride Guide Passenger Notices Route Change Notices	X	X	X	X	X

ITEM	2014	2015	2016	2017	2018
Detour Notices					
Public Hearing Notices					
Transit & Transportation Promotion Activities					
Passenger Notices					
Riders Guide					
Rider Insider Newsletter					
Tempe Transit System Map					
Tempe Orbit System Map					
Kiosk Signage					
Public community outreach program provides fixed route travel training to LEP refugees as part of their resettlement process. Refugees are provided with Ride Guides that incorporate pictures and familiar images to provide orientation on the use of transit service. These families are taken on travel training field trips to further enhance their orientation to public transit.	X	X	X	X	X

Three - Providing notice to LEP persons of the availability of language assistance

As described above, the City's many programs and services offer written information and outreach in both English and Spanish to fully meet the "Safe Harbor" stipulation in federal law. As an example, the City's Courts provide language identification cards to determine any specific language needs. The above tables also explain the frequency in which the areas evaluate the assistance offered.

The City has also established a partnership with Hablar Para Integrar (H.A.P.I) - an organization which helps Latino families realize the American dream by giving parents the tools they need to grow, succeed and become a fully integrated member of society in Arizona. Part of their outreach is to assist with any language barriers.

Four - Monitoring and updating the LEP plan

At a minimum, the LEP plan is reviewed on an annual basis. The review includes any information obtain from the City programs and services regarding communication/translation issues throughout the year.

The Title VI Coordinator works closely with the Neighborhood Services workgroup ensuring the survey tool as well as project-related collateral material is provided at each outreach meeting in both English and Spanish, as well as, any pre-meeting material distributed to the affected neighborhood.

The Title VI Coordinator obtains a copy of the Summary of Public Involvement report which is provided after each public outreach event. The report covers the following information:

- A project overview
- Accounting of the outreach effort which includes: direct mail; media; meetings/info; and surveys.
- Survey results
- Verbatim comments regarding the projects and/or elements of a project from the meeting
- Next door comments – provided by neighboring communities
- Emailed comments
- Project Area Demographics including: population; ethnicity; English language proficiency; commuting to work; and, disability

Since this report is provided during the planning stage of a project, the review of the report (in addition to the annual review) gives the City the opportunity for continual monitoring and updating of the LEP plan.

Attachment A – Title VI Assurances

Title VI Assurances

Appendix A

Appendix B – Clauses for Deeds Transferring United States Property

Appendix C – Clauses for Transfer of Real Property Acquired or Improved under the Activity, Facility, or Program

Appendix D – Clauses for Construction/Use/Access to Real Property Acquired under the Activity, Facility or Program

Appendix E

City of Tempe
Title VI Assurances

The **City of Tempe** (herein referred to as the "Recipient"), HEREBY AGREES THAT, as a condition to receiving any Federal financial assistance from the U.S. Department of Transportation (DOT), through *Federal Highway Administration and Arizona Department of Transportation*, is subject to and will comply with the following:

Statutory/Regulatory Authorities

- Title VI of the Civil Rights Act of 1964 (42 U.S.C. § 2000d *et seq.*, 78 stat. 252), (prohibits discrimination on the basis of race, color, national origin);
- 49 C.F.R. Part 21 (entitled *Non-discrimination In Federally-Assisted Programs Of The Department Of Transportation--Effectuation Of Title VI Of The Civil Rights Act Of 1964*);
- 28 C.F.R. section 50.3 (U.S. Department of Justice Guidelines for Enforcement of Title VI of the Civil Rights Act of 1964);
- 23 C.F.R. Part 200 Subchapter C-Civil Rights (Title VI program implementation and related statutes)

The preceding statutory and regulatory cites hereinafter are referred to as the "Acts" and "Regulations," respectively.

General Assurances

In accordance with the Acts, the Regulations, and other pertinent directives, circulars, policy, memoranda and/or guidance, the Recipient hereby gives assurances that it will promptly take any measures necessary to ensure that:

"No person in the United States shall, on the grounds of race, color, or national origin, be excluded from participation in, be denied the benefits of, or be otherwise subjected to discrimination under any program or activity," for which the Recipient receives Federal financial assistance from DOT, including the Federal Highway Administration.

The Civil Rights Restoration Act of 1987 clarified the original intent of Congress, with respect to Title VI and other Non-discrimination requirements (The Age Discrimination Act of 1975, and Section 504 of the Rehabilitation Act of 1973), by restoring the broad, institutional-wide scope and coverage of these non-discrimination statutes and requirements to include all programs and activities of the Recipient, so long as any portion of the program is Federally assisted.

Specific Assurances

More specifically, and without limiting the above general Assurance, the Recipient agrees with and gives the following Assurances with respect to its *Federal Aid Highway Program*.

1. The Recipient agrees that each "activity," "facility," or "program," as defined in §§ 21.23 (b) and 21.23 (e) of 49 C.F.R. § 21 will be (with regard to an "activity") facilitated, or will be (with regard to a "facility") operated, or will be (with regard to a "program") conducted in compliance with all requirements imposed by, or pursuant to the Acts and the Regulations.

2. The Recipient will insert the following notification in all solicitations for bids, Requests For Proposals for work, or material subject to the Acts and the Regulations made in connection with all *Federal Aid Highway Program* and, in adapted form, in all proposals for negotiated agreements regardless of finding source:

*"The **City of Tempe**, in accordance with the provisions of Title VI of the Civil Rights Act of 1964 (78 Stat. 252.42 U.S.C. §§ 2000d-4) and the Regulations, hereby notifies all advertisement, disadvantaged business enterprises will be afforded full and fair opportunity to submit bids in response to this invitation and will not be discriminated against on the grounds of race, color, or national origin in consideration for an award."*

3. The Recipient will insert the clauses of Appendix A and E of this Assurance in every contract or agreement subject to the Acts and the Regulations.

4. The Recipient will insert the clauses of Appendix B of this Assurance, as a covenant running with the land, in any deed from the United States effecting or recording a transfer of real property, structures, use, or improvements thereon or interest therein to a Recipient.

5. That where the Recipient receives Federal financial assistance to a construct a facility or part of a facility, the Assurance will extend to the entire facility and facilities operated in connection therewith.

6. That where the Recipient receives Federal financial assistance in the form, or for the acquisition of real property or an interest in real property, the Assurance will extend to rights to space on, over, or under such property.

7. That the Recipient will include the clauses set forth in Appendix C and Appendix D of this Assurance, as a covenant running with the land, in any future deeds, leases, licenses, permits, or similar instruments entered into by the Recipient with other parties:

- a. for the subsequent transfer of real property acquired or improved under the applicable activity, project, or program; and
- b. for the construction or use of, or access to, space on, over, or under real property acquired or improved under the applicable activity, project or program.

8. That this Assurance obligates the Recipient for the period during which Federal financial assistance is extended to the program, except where the Federal financial assistance is to provide, or is in the form of, personal property, or real property, or interest therein, or structures or improvements thereon, in which case the Assurance obligates the Recipient, or any transference for the longer of the following periods:

- a. the period during which the property is used for a purpose for which the Federal financial assistance is extended, or for another purpose involving the provision of similar services or benefits; or
- b. the period during which the Recipient retains ownership or possession of the property.

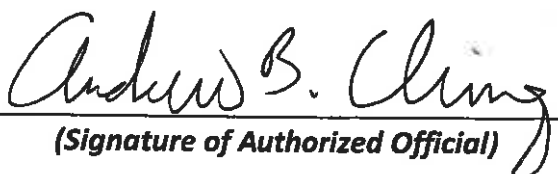
9. The Recipient will provide for such methods of administration for the program as are found by the Secretary of Transportation or the official whom he/she delegates specific authority to give reasonable guarantee that it, other recipients, sub-recipients, sub-grantees, contractors, subcontractors, consultants, transferees, successors in interest, and other participants of Federal financial assistance under such program will comply with all requirements imposed or pursuant to the Acts, the Regulations, and this Assurance.

10. The Recipient agrees that the United States has a right to seek judicial enforcement with regard to any matter arising under the Acts, the Regulations, and this Assurance.

By signing this ASSURANCE, **City of Tempe** also agrees to comply (and require any sub-recipients, sub-grantees, contractors, successors, transferees, and/or assignees to comply) with all applicable provisions governing *Federal Highway Administration or Arizona Department of Transportation* access to records, accounts, documents, information, facilities, and staff. You also recognize that you must comply with any program or compliance reviews, and/or complaint investigations conducted by the *Federal Highway Administration or Arizona Department of Transportation*. You must keep records, reports, and submit the material for review upon request to *Federal Highway Administration, Arizona Department of Transportation*, or its designee in timely, complete, and accurate way. Additionally, you must comply with all other reporting, data collection, and evaluation requirements, as prescribed by law or detailed in program guidance.

City of Tempe gives this ASSURANCE in consideration of and for obtaining any Federal grants, loans, contracts, agreements, property, and/or discounts, or other Federal-aid and Federal financial assistance extended after the date hereof to the recipients by the U.S. Department of Transportation under the *Federal Highway Administration and Arizona Department of Transportation*. This ASSURANCE is binding on Arizona, other recipients, sub-recipients, subgrantees, contractors, subcontractors and their subcontractors', transferees, successors in interest, and any other participants in the *Federal Aid Highway Program* the person(s) signing below is authorized to sign this ASSURANCE on behalf of the Recipient.

City of Tempe
(Andrew Ching, City Manager)

By 
(Signature of Authorized Official)

Dated 9-6-2018

APPENDIX A

During the performance of this contract, the contractor, for itself, its assignees, and successors in interest (hereinafter referred to as the "contractor") agrees as follows:

1. **Compliance with Regulations:** The contractor (hereinafter includes consultants) will comply with the Acts and the Regulations relative to Non-discrimination in Federally-assisted programs of the U.S. Department of Transportation, *Federal Highway Administration or the Arizona Department of Transportation*, as they may be amended from time to time, which are herein incorporated by reference and made a part of this contract.

2. **Non-discrimination:** The contractor, with regard to the work performance by it during the contract, will not discriminate on the grounds of race, color, or national origin in the selection and retention of subcontractors, including procurements of materials and leases of equipment. The contractor will not participate directly or indirectly in the discrimination prohibited by the Acts and the Regulations, including employment practices when the contract covers any activity, project, or program set forth in Appendix B of 49 CFR Part 21.

3. **Solicitations for Subcontracts, Including Procurements of Materials and Equipment:** In all solicitations, either by competitive bidding, or negotiation made by the contractor for work to be performed under a subcontract, including procurements of materials, or leases of equipment, each potential subcontractor or supplier will be notified by the contractor of the contractor's obligations under this contract and the Acts and Regulations relative to Non-discrimination on the grounds of race, color, or national origin.

4. **Information and Reports:** The contractor will provide all information and reports required by the Acts, the Regulations, and directives issued pursuant thereto and will permit access to its books, records, accounts, other sources of information, and its facilities as may be determined by the Recipient, the *Federal Highway Administration or Arizona Department of Transportation* to be pertinent to ascertain compliance with such Acts, Regulations, and instructions. Where any information required of a contractor is in the exclusive possession of another who fails or refuses to furnish the information, the contractor will so certify to the Recipient, the *Federal Highway Administration, or Arizona Department of Transportation*, as appropriate, and will set forth what efforts it has made to obtain the information.

5. **Sanctions for Noncompliance:** In the event of a contractor's noncompliance with the Non-discrimination provisions of this contract, the Recipient will impose such contract sanctions as it or the *Federal Highway Administration or Arizona Department of Transportation*, may determine to be appropriate, including, but not limited to:

- a. withholding payments to the contractor under the contract until the contractor complies; and/or
- b. cancelling, terminating, or suspending a contract, in whole or in part.

6. **Incorporation of Provisions:** The contractor will include the provisions of paragraphs one through six in every subcontract, including procurements of materials and leases of equipment, unless exempt by the Acts, the Regulations and directives issued pursuant thereto. The

contractor will take action with request to any subcontract or procurement as the Recipient, the *Federal Highway Administration, or Arizona Department of Transportation* may direct as a means of enforcing such provisions including sanctions for noncompliance. Provided, that if the contractor becomes involved in, or is threatened with litigation by a subcontractor or supplier because of such direction, the contractor may request the Recipient to enter into any litigation to protect the interests of the Recipient. In addition, the contractor may request the United States to enter into the litigation to protect the interests of the United States.

A

APPENDIX B

CLAUSES FOR DEEDS TRANSFERRING UNITED STATES PROPERTY

The following clauses will be included in deeds effecting or recording the transfer of real property, structures, or improvements thereon, or granting interest therein from the United States pursuant to the provisions of Assurance 4:

NOW, THEREFORE, the U.S. Department of Transportation as authorized by law and upon the condition that ***City of Tempe*** will accept title to the lands and maintain the project constructed thereon in accordance with *Title 23*, United States Code the Regulations for the Administration of *Federal Aid for Highways*, and the policies and procedures prescribed by the *Arizona Department of Transportation, Federal Highway Administration* and the U.S. Department of Transportation in accordance and in compliance with all requirements imposed by Title 49, Code of Federal Regulations, U.S. Department of Transportation, Subtitle A, Office of the Secretary, Part 21, Non-discrimination in Federally-assisted programs of the U.S. Department of Transportation pertaining to and effectuating the provisions of Title VI of the Civil Rights Act of 1964 (78 Stat. 252; 42 U.S.C. § 2000d to 2000d-4), does hereby remise, release, quitclaim and convey unto the ***City of Tempe*** all the right, title and interest of the U.S. Department of Transportation in and to said lands described in Exhibit A attached hereto and made a part hereof.

(HABENDUM CLAUSE)

TO HAVE AND TO HOLD said lands and interests therein unto ***City of Tempe*** and its successors forever, subject, however, to the covenants, conditions, restrictions and reservations herein contained as follows, which will remain in effect for the period during which the real property or structures are used for a purpose for which Federal financial assistance is extended or for another purpose involving the provision of similar services or benefits and will be binding on the ***City of Tempe***, its successors and assigns.

The ***City of Tempe***, in consideration of the conveyance of said lands and interests in lands, does hereby covenant and agree as a covenant running with the land for itself, its successors and assigns, that (1) no person will on the grounds of race, color, or national origin, be excluded from participation in, be denied the benefits of, or be otherwise subjected to discrimination with regard to any facility located wholly or in part on, over, or under such lands hereby conveyed [.] [and]* (2) that the ***City of Tempe*** will use the lands and interests in lands and interests in lands so conveyed, in compliance with all requirements imposed by or pursuant to Title 49, Code of Federal Regulations, U.S. Department of Transportation, Subtitle A, Office of the Secretary, Part 21, Non-discrimination in Federally-assisted programs of the U.S. Department of Transportation, Effectuation of Title VI of the Civil Rights Act of 1964, and as said Regulations and Acts may be amended[, and (3) that in the event of breach of any of the above-mentioned non-discrimination conditions, the Department will have a right to enter or re-enter said lands and facilities on said land, and that above described land and facilities will thereon revert to and vest in and become the absolute property of the U.S. Department of Transportation and its assigns as such interest existed prior to this instruction]. *

***Reverter clause and related language to be used only when it is determined that such a clause is necessary in order to make clear the purpose of Title VI.**

B

APPENDIX C

CLAUSES FOR TRANSFER OF REAL PROPERTY ACQUIRED OR IMPROVED UNDER THE ACTIVITY, FACILITY, OR PROGRAM

The following clauses will be included in deeds, licenses, leases, permits, or similar instruments entered into by the *City of Tempe* pursuant to the provisions of Assurance 7(a):

A. The (grantee, lessee, permittee, etc. as appropriate) for himself/herself, his/her heirs, personal representatives, successors in interest, and assigns, as a part of the consideration hereof, does hereby covenant and agree [in the case of deeds and leases add "as a covenant running with the land"] that:

1. In the event facilities are constructed, maintained, or otherwise operated on the property described in this (deed, license, lease, permit, etc.) for a purpose for which a U.S. Department of Transportation activity, facility, or program is extended or for another purpose involving the provision of similar services or benefits, the (grantee, licensee, lessee, permittee, etc.) will maintain and operate such facilities and services in compliance with all requirements imposed by the Acts and Regulations (as may be amended) such that no person on the grounds of race, color, or national origin, will be excluded from participation in, denied the benefits of, or be otherwise subjected to discrimination in the use of said facilities,

B. With respect to licenses, leases, permits, etc., in the event of breach of any of the above Nondiscrimination covenants, *City of Tempe* will have the right to terminate the (lease, license, permit, etc.) and to enter, re-enter, and repossess said lands and facilities thereon, and hold the same as if the (lease, license, permit, etc.) had never been made or issued. *

C. With respect to licenses, leases, permits, etc., in the event of breach of any of the above Nondiscrimination covenants, *City of Tempe* will have the right to enter or re-enter the lands and facilities thereon, and the above described lands and facilities will there upon revert to and vest in and become the absolute property of the *City of Tempe* and its assigns*.

* Reverter clause and related language to be used only when it is determined that such a clause is necessary to make clear the purpose of Title VI.

APPENDIX D

CLAUSES FOR CONSTRUCTION/USE/ ACCESS TO REAL PROPERTY ACQUIRED UNDER THE ACTIVITY, FACILITY OR PROGRAM

The following clauses will be included in deeds, licenses, permits, or similar instruments/agreements entered into by ***City of Tempe*** pursuant to the provisions of Assurance 7(b):

A. The (grantee, licensee, permittee, etc., as appropriate) for himself/herself, his/her heirs, personal representatives, successors in interest, and assigns, as a part of the consideration hereof, does hereby covenant and agree (in the case of deeds and leases add, "as a covenant running with the land") that (1) no person on the ground of race, color, or national origin, will be excluded from participation in, denied the benefits of, or be otherwise subjected to discrimination in the use of said facilities, (2) that in the construction of any improvements on, over, or under such land, and the furnishing of services thereon, no person on the ground of race, color, or national origin, will be excluded from participation in, denied the benefits of, or otherwise be subjected to discrimination, (3) that the (grantee, licensee, lessee, permittee etc.) will use the premises in compliance with all other requirements imposed by or pursuant to the Acts and Regulations, as amended set forth in this Assurance.

B. With respect to (licenses, leases, permits, etc.), in the event of breach of any of the above Nondiscrimination covenants, ***City of Tempe*** will have the right to terminate the (license, permit, etc., as appropriate) and to enter or re-enter or re-enter and repossess said land and the facilities thereon, and hold the same as if said (license, permit, etc., as appropriate) had never been made or issued.*

C. With respect to deeds, in the event of breach of any of the above Non-discrimination covenants, ***City of Tempe*** will there upon revert to and vest in and become the absolute property of ***City of Tempe*** and its assigns. *

* Reverter clause and related language to be used only when it is determined that such a clause is necessary to make clear the purpose of Title VI.

APPENDIX E

During the performance of this contract, the contractor, for itself, its assignees, and successors in interest (hereinafter referred to as the "contractor") agrees to comply with the following nondiscrimination statutes and authorities; including but not limited to:

Pertinent Non-Discrimination Authorities:

- Title VI of the Civil Rights Act of 1964 {42 U.S.C. § 2000d *et seq.*, 78 stat. 252}, (prohibits discrimination on the basis of race, color, national origin); and 49 CFR Part 21.
- The Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970, (42 U.S.C. § 4601), (prohibits unfair treatment of persons displaced or whose property has been acquired because of Federal or Federal-aid programs and projects);
- Federal-Aid Highway Act of 1973, (23 U.S.C. § 324 *et seq.*), (prohibits discrimination on the basis of sex);
- Section 504 of the Rehabilitation Act of 1973, (29 U.S.C. § 794 *et seq.*), as amended, (prohibits discrimination on the basis of disability); and 49 CFR Part 27;
- The Age Discrimination Act of 1975, as amended, (42 U.S.C. § 6101 *et seq.*), (prohibits discrimination on the basis of age);
- Airport and Airway Improvement Act of 1982, (49 USC § 471, Section 47123), as amended, (prohibits discrimination based on race, creed, color, national origin, or sex);
- The Civil Rights Restoration Act of 1987, (PL 100-209), (Broadened the scope, coverage and applicability of Title VI of the Civil Rights Act of 1964, The Age Discrimination Act of 1975 and Section 504 of the Rehabilitation Act of 1973, by expanding the definition of the terms "programs or activities" to include all of the programs or activities of the Federal-aid recipients, sub-recipients and contractors, whether such programs or activities are Federally funded or not);
- Titles II and III of the Americans with Disabilities Act, which prohibit discrimination on the basis of disability in the operation of public entities, public and private transportation systems, places of public accommodation, and certain testing entities (42 U.S.C. §§ 12131-12189) as implemented by Department of Transportation regulations at 49 C.F.R. parts 37 and 38;
- The Federal Aviation Administration's Non-discrimination statute (49 U.S.C. § 47123) (prohibits discrimination on the basis of race, color, national origin, and sex);
- Executive Order 12898, Federal Actions to Address Environmental Justice in Minority Populations and Low-Income Populations, which ensures discrimination against minority populations by discouraging programs, policies, and activities with disproportionately high and adverse human health or environmental effects on minority and low-income populations;
- Executive Order 13166, Improving Access to Services for Persons with limited English Proficiency, and resulting agency guidance, national origin discrimination includes discrimination because of limited English proficiency (LEP). To ensure compliance with Title VI, you must take reasonable steps to ensure that LEP persons have meaningful access to your programs (70 Fed. Reg. at 74087 to 74100);
- Title IX of the Education Amendments of 1972, as amended, which prohibits you from discriminating because of sex in education programs or activities (20 U.S.C. 1687 *et seq.*).

Attachment B – City of Tempe Certification Acceptance Organization Chart

FHWA/ADOT Project Flow Organizational Chart City of Tempe (revised 08/30/2018)

Marilyn DeRosa
Deputy Public Works
Director/City Engineer
C.A. Liaison
(480-350-8896)

Development/Design* of
FHWA Projects

Project Manager***
Public Works -
Engineering

Julian Dressing
Traffic Engineer
Public Works -
Transportation
(480-350-8025)

Robert Yabes
Principal Planner
PW Transportation
Planning
(480-350-2734)

John Hoang
Sr. Civil Engineer
Public Works -
Transportation
Systems
(480-350-8329)

ROW Clearance
Ken Olmstead
Right-of-Way
Mgmt Coordinator
(480-350-2737)

Materials
Clearance
Project Manager***
Public Works -
Engineering

Environmental
Clearance
ADOT

Utility Clearance
Cathy Hollow
Infrastructure
Manager
(480-350-8445)

Procurement of FHWA
Projects

Wendy Springborn
Engineering
Services Manager
Procurement
Officer
Public Works -
Engineering
(480-350-8250)

VACANT***
Contract: Compliance
Analyst
Public Works -
Engineering
(480-350-XXXX)

Gregg Kent
CIP Design Manager
Public Works -
Engineering
(480-350-2738)

Construction of FHWA
Projects

Chris Kabala
CIP Construction
Manager
Public Works -
Engineering
(480-350-8865)

Project Manager***
Public Works -
Engineering

Construction
Manager***
Public Works -
Engineering

Contract Compliance
Oversight & Title VI
Coordinator

Isaac Chavira
Transportation
Maintenance
Manager
Public Works -
Transportation
(480-350-8343)

Shelly Seyler
Deputy Public
Works Director
Public Works -
Transportation
Studies & Design
(480-350-8864)

Scott Balck
Transportation
Facilities
Supervisor
Public Works -
Tranet & Regional
Services
(480-350-8295)

Long-term Maintenance of
FHWA Projects

VACANT***
Contract
Compliance Analyst
(480-350-XXXX)

**COT Project Managers
Shar Johnson, Sr Civil Engineer
480-350-8630
Ken Hakoran, Sr Civil Engineer
480-350-8855
Barrett Jurgemeyer Sr Civil Eng
480-350-8852
Kent Clayton, Civil Engineer
480-350-8398
Nasreen Hesan, Sr Civil Engineer
480-350-8887

***COT Construction Managers
Jerome Guzman, Sr Eng Associate
480-350-8413
Len Kapsala, Sr Eng Associate
480-350-2852
Freddie Garcia, Sr Eng Associate
480-350-8429
Ernie Frasquillo, Sr Eng Associate
480-350-2645
Josh Warren, Sr Eng Associate
480-350-8203
Jim Cooper, Sr Eng Associate
480-350-8724

*Design

City of Tempe typically utilizes its own
funding for the design of FHWA projects, if design funding is used,
City of Tempe contracts with ADOT for procurement/design services

Wendy Springborn is filling the vacancy
of the Contract Compliance Analyst-
Title VI Coordinator during the interim

Attachment C – Complaint Procedures and Forms



City of Tempe Complaint Procedure

These procedures apply to all complaints filed under Title VI of the Civil Rights Act of 1964, and the Civil Rights Restoration Act of 1987 as they relate to any Federal Highway Administration program or activity administered by the City of Tempe, its subrecipients, consultants and contractors. In addition to these procedures, complainants reserve the right to file formal complaints with other state or federal agencies or take legal action for complaints alleging discrimination.

Required procedures for FHWA Title VI Complaints filed against the City of Tempe, the City of Tempe's subrecipients, contractors or consultants:

1. Any person, specific class of persons or entity that believes they have been subjected to discrimination on an FHWA-related activity or program as prohibited by the legal provisions of Title VI on the basis of race, color, national origin, can file a formal complaint with the City of Tempe. A copy of the Complaint Form may be accessed electronically at: <https://www.tempe.gov/city-hall/strategic-management-and-diversity/ada-accessibility/title-vi>.
2. The complaint must be filed within 180 days of the alleged discrimination and include the date the alleged discrimination became known to the complainant or the last date of the incident.
3. Complaints should be in writing, signed, and may be filed by mail, fax, in person, or e-mail. However, the complainant may call the City of Tempe and provide the allegations by telephone for transcription. Once transcribed the City of Tempe will send the written complaint to the complainant for correction and signature.
4. A complaint should contain at least the following information:
 - a. A written explanation of what has happened;
 - b. A way to contact the complainant;
 - c. The basis of the complaint (e.g. race, color, national origin);
 - d. The identification of a specific person/people and the respondent (e.g., agency/organization) alleged to have discriminated;



- e. Sufficient information to understand the facts that led the complainant to believe that discrimination occurred in a program or activity that receives Federal Highway Administration financial assistance; and is a consultant, contractor or subrecipient of the City of Tempe and
 - f. The date(s) of the alleged discriminatory act(s).
- 5. Upon receipt of a completed complaint, the City of Tempe will forward all FHWA Title VI complaints to Arizona Department of Transportation (ADOT) Civil Rights Office (CRO) within 72 hours.
 - 6. ADOT CRO will forward all FHWA Title VI complaints to the FHWA Division Office.
 - 7. All Title VI complaints received by the FHWA Division Office will be forwarded to the FHWA Office of Civil Rights for processing and potential investigation.
 - 8. If the FHWA Office of Civil Rights determines a Title VI complaint against a subrecipient can be investigated by ADOT CRO, the FHWA Office of Civil Rights may delegate the task of investigating the complaint to ADOT CRO. ADOT CRO will conduct the investigation and forward the Report of Investigation to the FHWA Office of Civil Rights for review and final disposition.
 - 9. The disposition of all Title VI complaints will be undertaken by the FHWA Office of Civil Rights, through either (1) informal resolution or (2) issuance of a Letter of Finding for compliance or noncompliance with Title VI. A copy of the Letter of Finding will be sent to the FHWA Division Office.
 - 10. The complainant may also file a discrimination related complaint on an FHWA program or activity directly with ADOT or with the Federal Highway Administration by contract the agencies at:

ADOT Civil Rights Office
206 S. 17th Avenue, Mail Drop 155A
Phoenix, AZ 85007
Email: civilrightsoffice@azdot.gov
602.712.8946
602.239.6257 FAX

Federal Highway Administration
U.S. Department of Transportation
Office of Civil Rights
1200 New Jersey Avenue, SE
8th Floor E81-105
Washington, DC 20590
Email: CivilRights.FHWA@dot.gov
202.366.0693
202.366.1599 FAX



CITY OF TEMPE

TITLE VI / ADA COMPLAINT FORM

(Este formulario está disponible en Español.)

Note: The following information is needed to assist in processing your complaint.

Complainant's Information:

Name: _____

Address: _____

City: _____ State: _____ Zip: _____

Email: _____

Home Phone Number: _____ Alt. Phone Number: _____

Person discriminated against (if other than complainant):

Name: _____

Address: _____

City: _____ State: _____ Zip: _____

Home Phone Number: _____ Alt. Phone Number: _____

Which of the following best describes the reason you believe the discrimination took place:

Please be specific:

☐ Race _____

☐ National Origin _____

☐ Color _____

☐ Disability _____

On what date(s) did the allege discrimination take place? _____

Where did the alleged discrimination take place? _____

What is the name and title of the person(s) who you believe discriminated against you (if known)?



Describe the alleged discrimination. Explain What happened and who you believe was responsible. (if additional space is needed, add a sheet of paper).

List names and contact information of persons who may have knowledge of the alleged discrimination.

If you have filed this complaint with any other federal, state, or local agency, or with any federal or state court, check all that apply:

☐ Federal Agency ☐ Federal Court ☐ State Agency ☐ State Court ☐ Local Agency

Please sign below. You may attach any written materials or other information you thinks is relevant to your complaint.

Complainant Signature

Date

of Attachments

Submit form and any additional information to:

City of Tempe
Title VI Coordinator
Public Works/Engineering
31 E 5th Street
Tempe, AZ 85281
Phone: 480-350-8200
Email: wendy.springborn@tempe.gov

[illegible]

Attachment D – City of Tempe Demographic Report

Tempe Demographic Report

Age

Race and Ethnicity

Ability to Speak English/Veterans Status by Age

Educational Attainment

Household Income and Households

Poverty Status

Modes of Transportation

Occupation

Occupancy, Tenure, Value, and Rent

Vehicles Available

Race

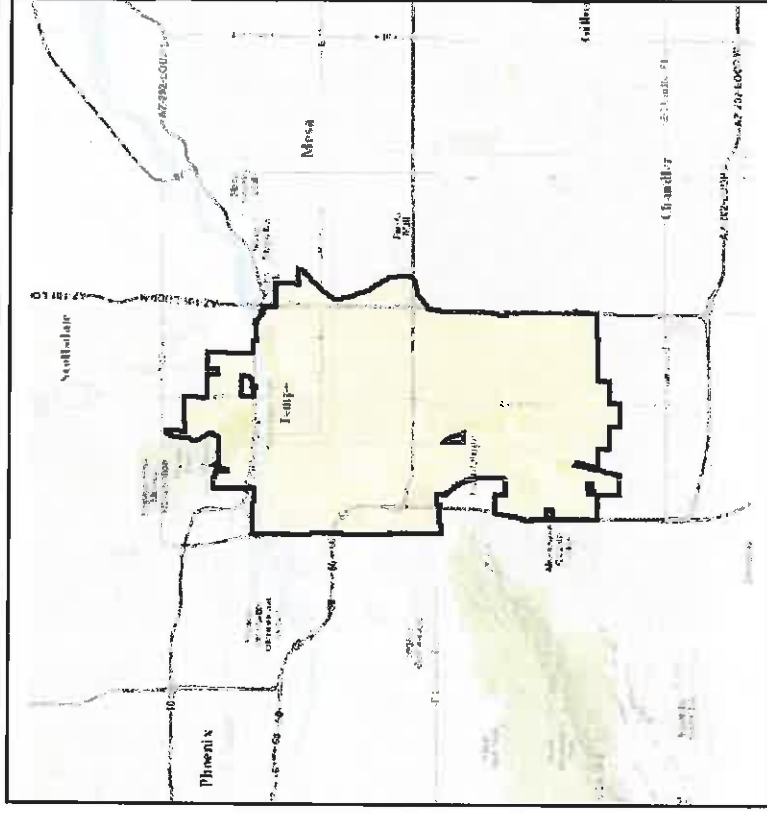
Ethnicity

Age

Tempe Demographic Report

Tempe is a jurisdiction located in Maricopa County that has an area of **40.22** square miles. Tempe has a population of **169,816** with a minority* population of **68,642** or **40.42%**.

The median age in Tempe is **28.2** years. It has **64,810** total households with a median household income of **\$49,012**. The median value of occupied housing units in Tempe is **\$203,000** and Tempe's population density is **4,222.39** per square mile.



About the U.S. Census Bureau's 2011-2015 American Community Survey 5 year Estimates

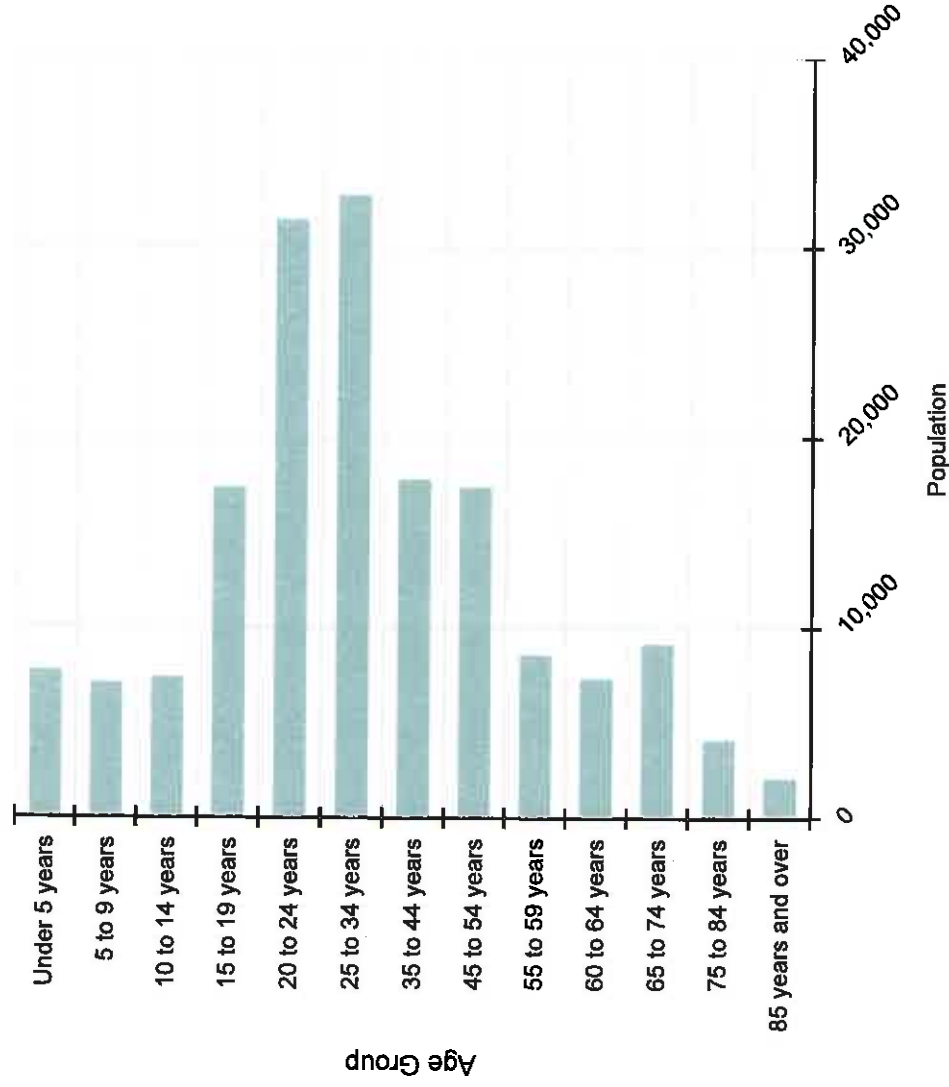
The American Community Survey (ACS) is a nationwide survey that uses continuous, multi-year sampling to produce estimates for a variety of geographical areas, the smallest being the Census Block Group. MAG uses the 5-year estimates because they provide increased statistical reliability for less populated areas and small population groups. ACS is a sample, meaning that it is not a full census of the population. For the 5 year estimates, surveys collected from a sample population over the 5 year period. These surveys are then used to create estimates for the whole population. And, because it is an estimate of the whole population, there is a degree of uncertainty in the results. This degree of uncertainty is reflected in the margins of error that are calculated and reported along with the results of the survey. The margins of error are calculated at the 90 percent confidence level, meaning that users of the data can be 90 percent confident that the range reflected in the margin of error contains the true value. The margins of error are not reported on this web site, but are available from the Census at <http://factfinder.census.gov> or are available upon request from MAG. More information on the methodology of the American Community Survey is available at <http://www.census.gov/acs/>.

* Minority population is defined as the population that is of any race other than non-hispanic white.

American Community Survey 2011-2015 5yr Estimates

Age		
Name	Total	Percent
Total	169,816	N/A
Under 5 years	7,692	4.5 %
5 to 9 years	7,041	4.1 %
10 to 14 years	7,352	4.3 %
15 to 19 years	17,347	10.2 %
20 to 24 years	31,431	18.5 %
25 to 34 years	32,695	19.3 %
35 to 44 years	17,782	10.5 %
45 to 54 years	17,380	10.2 %
55 to 59 years	8,529	5.0 %
60 to 64 years	7,294	4.3 %
65 to 74 years	9,124	5.4 %
75 to 84 years	4,099	2.4 %
85 years and over	2,050	1.2 %

Universe: Total Population



Race and Ethnicity

American Community Survey 2011-2015 5yr Estimates

Race and Ethnicity		
Name	Total	Percent
Total	169,816	N/A
White, Non-Hispanic	101,174	59.6 %
Black, Non-Hispanic	8,915	5.2 %
Native American, Non-Hispanic	3,622	2.1 %
Asian, Non-Hispanic	12,089	7.1 %
Pacific Islander, Non-Hispanic	585	0.3 %
Two or More, Non-Hispanic	4,804	2.8 %
Hispanic	38,307	22.6 %
Other Race, Non-Hispanic	320	0.2 %

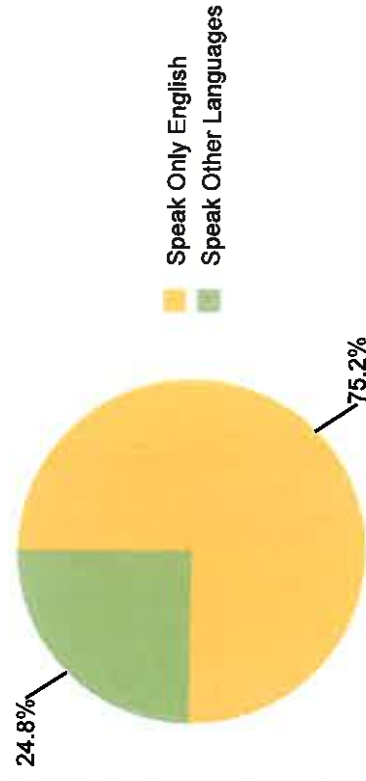
Universe: Total Population



Ability to Speak English / Veterans Status by Age

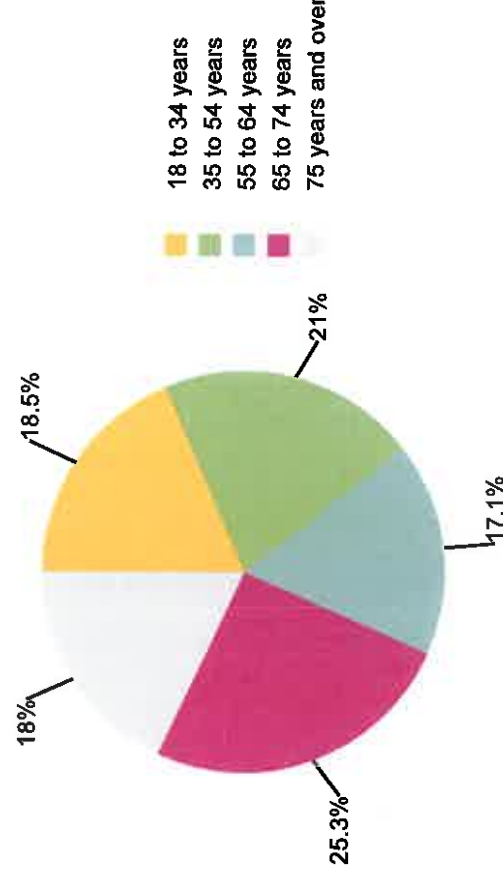
American Community Survey 2011-2015 5yr Estimates

Ability to Speak English		
Name	Total	Percent
Speak Only English	121,851	75.2 %
Speak Other Languages	40,273	24.8 %
Speak English "very well"	28,551	N/A
Persons with Limited English Proficiency (LEP)	11,722	N/A
Speak English "well"	6,305	N/A
Speak English "not well"	4,233	N/A
Speak English "not at all"	1,184	N/A



Universe: Population 5 years and over

Veterans Status		
Name	Total	Percent
Civilian Population 18 years and over	142,405	N/A
Civilian veterans	8,502	6.0 %
Male	7,653	N/A
Female	849	N/A
18 to 34 years	1,571	N/A
35 to 54 years	1,789	N/A
55 to 64 years	1,456	N/A
65 to 74 years	2,153	N/A
75 years and over	1,533	N/A



Universe: Civilian Population 18 years and over

Educational Attainment

American Community Survey 2011-2015 5yr Estimates

Educational Attainment		
Name	Total	Percent
Population 25 and over	98,953	100.0 %
Less than 9th Grade	3,241	3.3 %
to 12th Grade	4,983	5.0 %
High School Graduate	16,638	16.8 %
Some College	24,904	25.2 %
Associates Degree	7,759	7.8 %
Bachelors Degree	24,863	25.1 %
Graduate or Professional Degree	16,565	16.7 %

Universe: Population Age 25 Years and Over



Household Income and Households

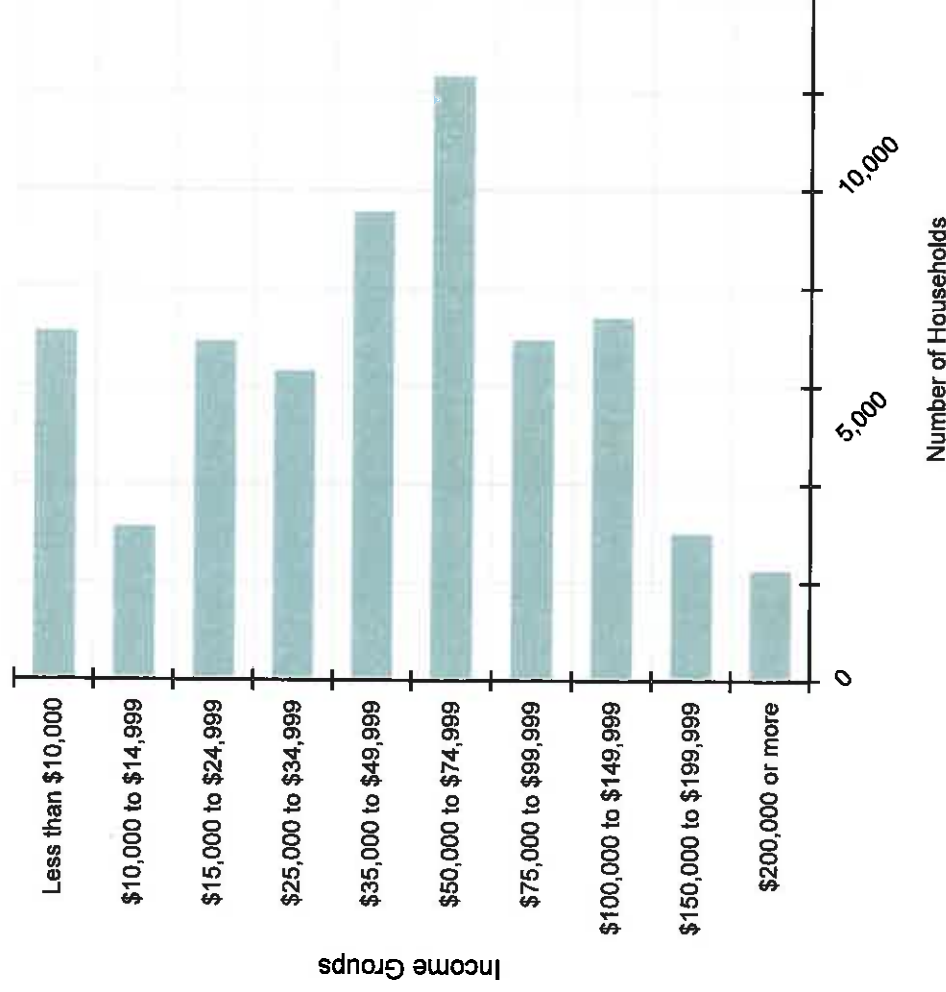
American Community Survey 2011-2015 5yr Estimates

Household Income (In 2015 inflation-adjusted dollars)		
Name	Total	Percent
Total Households	64,810	N/A
Median Household Income	\$ 49,012	N/A
Less than \$10,000	7,094	10.9 %
\$10,000 to \$14,999	3,114	4.8 %
\$15,000 to \$24,999	6,908	10.7 %
\$25,000 to \$34,999	6,302	9.7 %
\$35,000 to \$49,999	9,552	14.7 %
\$50,000 to \$74,999	12,309	19.0 %
\$75,000 to \$99,999	6,930	10.7 %
\$100,000 to \$149,999	7,390	11.4 %
\$150,000 to \$199,999	2,979	4.6 %
\$200,000 or more	2,232	3.4 %

Universe: Households

Households		
Name	Total	Percent
Total Households	64,810	N/A
Average Household Size	2	N/A
Family Households (Families)	31,089	48.0 %
Married-couple family	19,869	N/A
Female Householder, no husband present	7,236	N/A
with own children under 18 years	3,649	N/A
Nonfamily Households	33,721	52.0 %
Householder living alone	21,854	N/A

Universe: Households



Poverty Status

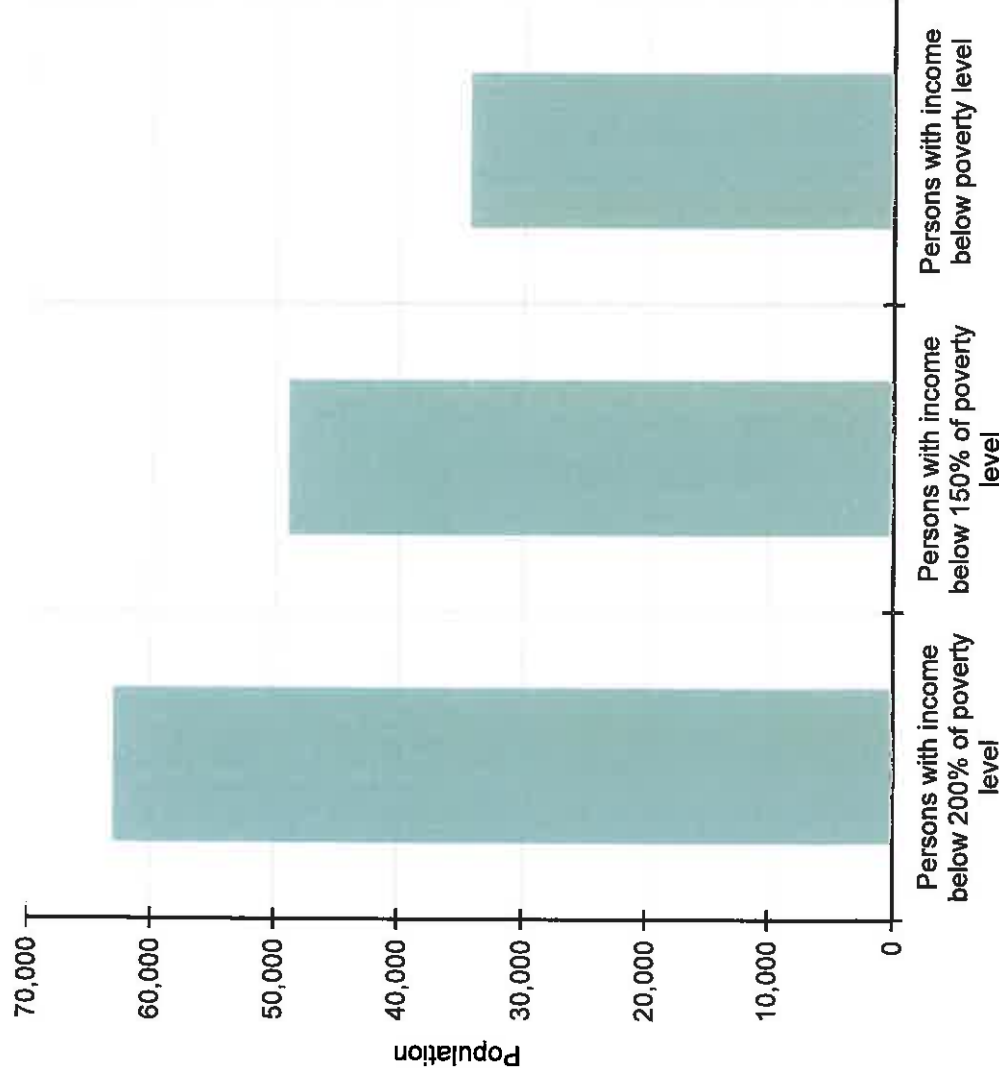
American Community Survey 2011-2015 5yr Estimates

Poverty Status in the Past 12 Months			
Name	Total	Percent	
Persons for whom poverty status is determined	158,937	N/A	
Persons with income below poverty level	34,300	21.6 %	
Persons with income below 150% of poverty level	48,849	30.7 %	
Persons with income below 200% of poverty level	63,000	39.6 %	

Universe: Persons for whom poverty status is determined

Poverty Status for Families in the Past 12 Months			
Name	Total	Percent	
Total Families	31,089	N/A	
Families with income below poverty level	3,806	12.2 %	
Married-couple family with related children under 18 years	1,018	N/A	
Female householder, no husband present with related children under 18 years	635	N/A	
Male householder, no wife present with related children under 18 years	2,137	N/A	
	1,824	N/A	
	651	N/A	
	475	N/A	

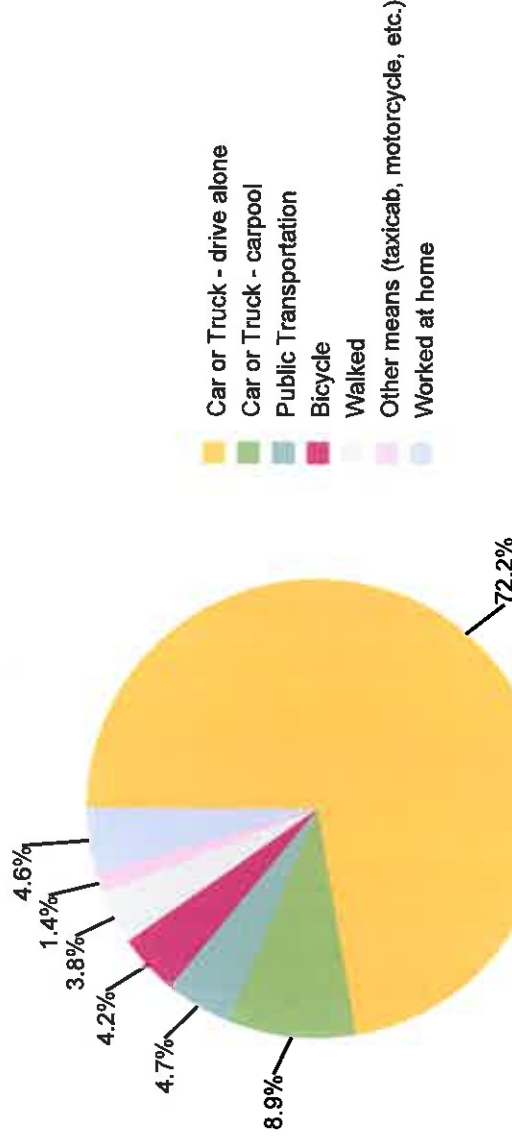
Universe: Families



American Community Survey 2011-2015 5yr Estimates

Commuting to Work		
Name	Total	Percent
Workers 16 years and over	91,610	N/A
Car or Truck - drive alone	66,176	72.2 %
Car or Truck - carpool	8,140	8.9 %
Public Transportation	4,350	4.7 %
Bicycle	3,892	4.2 %
Walked	3,481	3.8 %
Other means (taxicab, motorcycle, etc.)	1,325	1.4 %
Worked at home	4,246	4.6 %

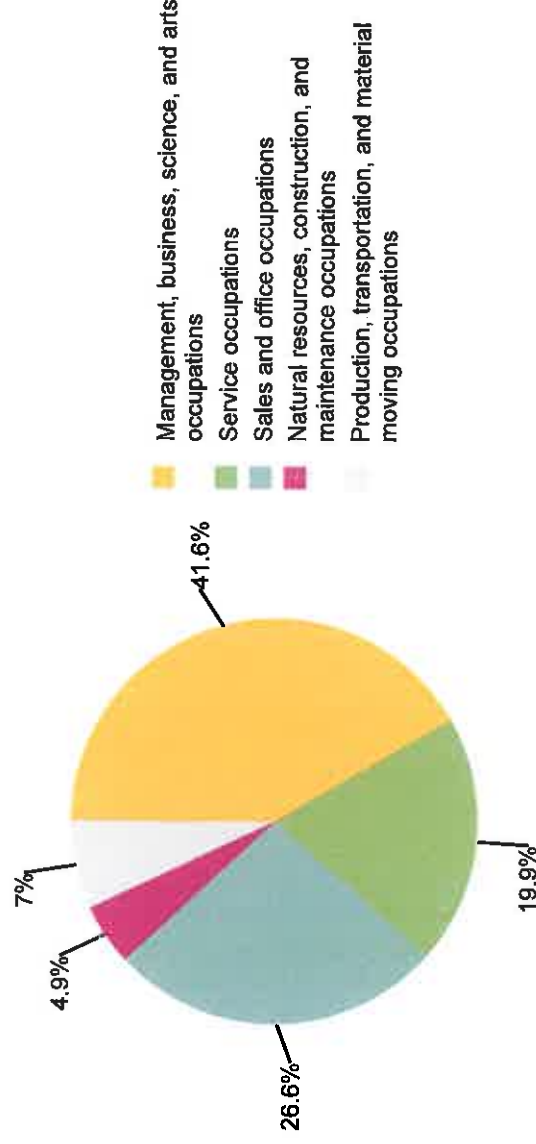
Universe: Workers age 16 years and over



American Community Survey 2011-2015 5yr Estimates

Occupation			
Name	Total	Percent	
Civilian employed population 16 years and over	93,099	N/A	
Management, business, science, and arts occupations	38,750	41.6 %	
Service occupations	18,490	19.9 %	
Sales and office occupations	24,766	26.6 %	
Natural resources, construction, and maintenance occupations	4,536	4.9 %	
Production, transportation, and material moving occupations	6,557	7.0 %	

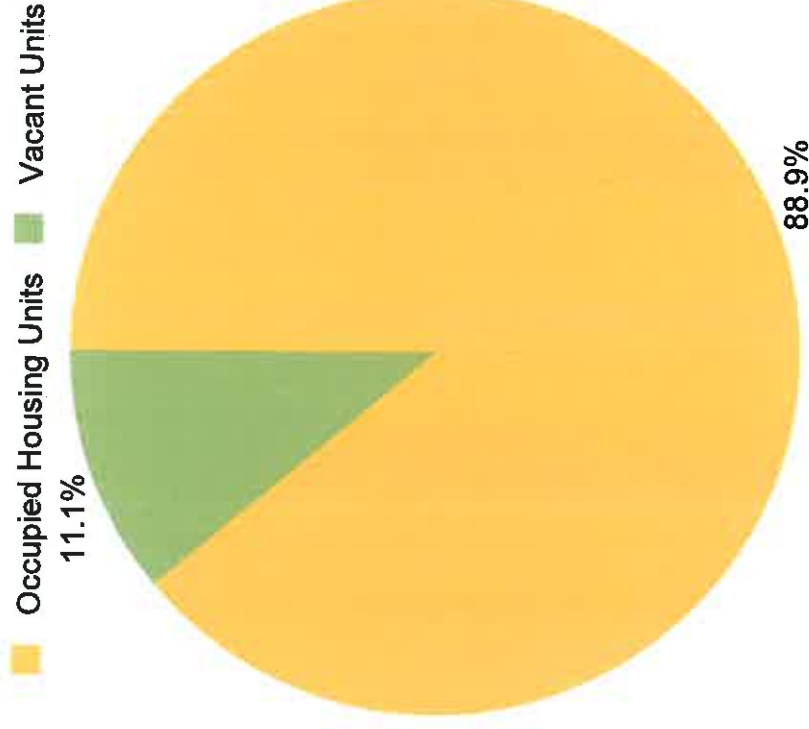
Universe: Civilian employed population 16 years and over



American Community Survey 2011-2015 5yr Estimates

Housing			
Name	Total	Percent	Per Sq Mile
Housing Units	72,882	N/A	1,812.2
Occupied Housing Units	64,810	88.9 %	1,611.5
Vacant Units	8,072	11.1 %	200.7
Owner-Occupied Housing Units	27,065	37.1 %	673.0
Renter-Occupied Housing Units	37,745	51.8 %	938.5
Median Housing Value	\$ 203,000	N/A	N/A
Median Rent	\$ 954	N/A	N/A

Universe: Housing Units



Housing		
Name	Total	Percent
Total Housing Units	72,882	N/A
1, detached	31,039	42.6 %
1, attached	5,620	7.7 %
2 to 9	11,956	16.4 %
10 or more	22,185	30.4 %
Mobile Home	2,066	2.8 %
Boat, RV, van, etc.	16	0.0 %

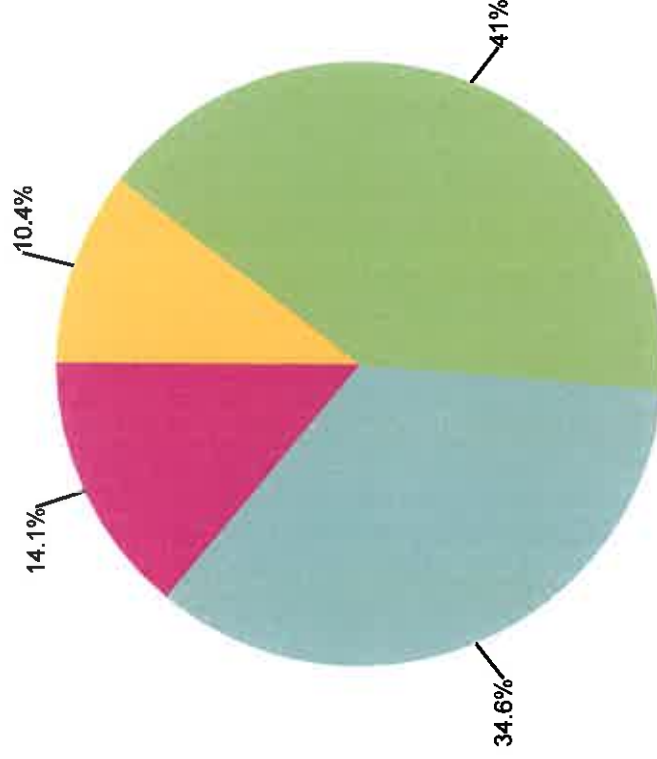
Universe: Housing Units

American Community Survey 2011-2015 5yr Estimates

Vehicles Available			
Name	Total	Percent	
Total Occupied Housing Units	64,810	N/A	
No vehicles available	6,713	10.4 %	
One vehicles available	26,560	41.0 %	
Two vehicles available	22,427	34.6 %	
3 or more vehicles available	9,110	14.1 %	

Universe: Occupied Housing Units

■ No vehicles available
■ One vehicles available
■ Two vehicles available
■ 3 or more vehicles available



U.S. Census Bureau, 2010 Decennial Census

Race		
Name	Total	Percent
Total Population	161,719	N/A
White, Non	100,711	62.3 %
Black, Non-Hispanic	9,021	5.6 %
Native American, Non-Hispanic	3,870	2.4 %
Asian, Non-Hispanic	9,035	5.6 %
Pacific Islander, Non-Hispanic	618	0.4 %
Two or More, Non-Hispanic	4,060	2.5 %
Hispanic	34,092	21.1 %
Other Race, Non-Hispanic	312	0.2 %

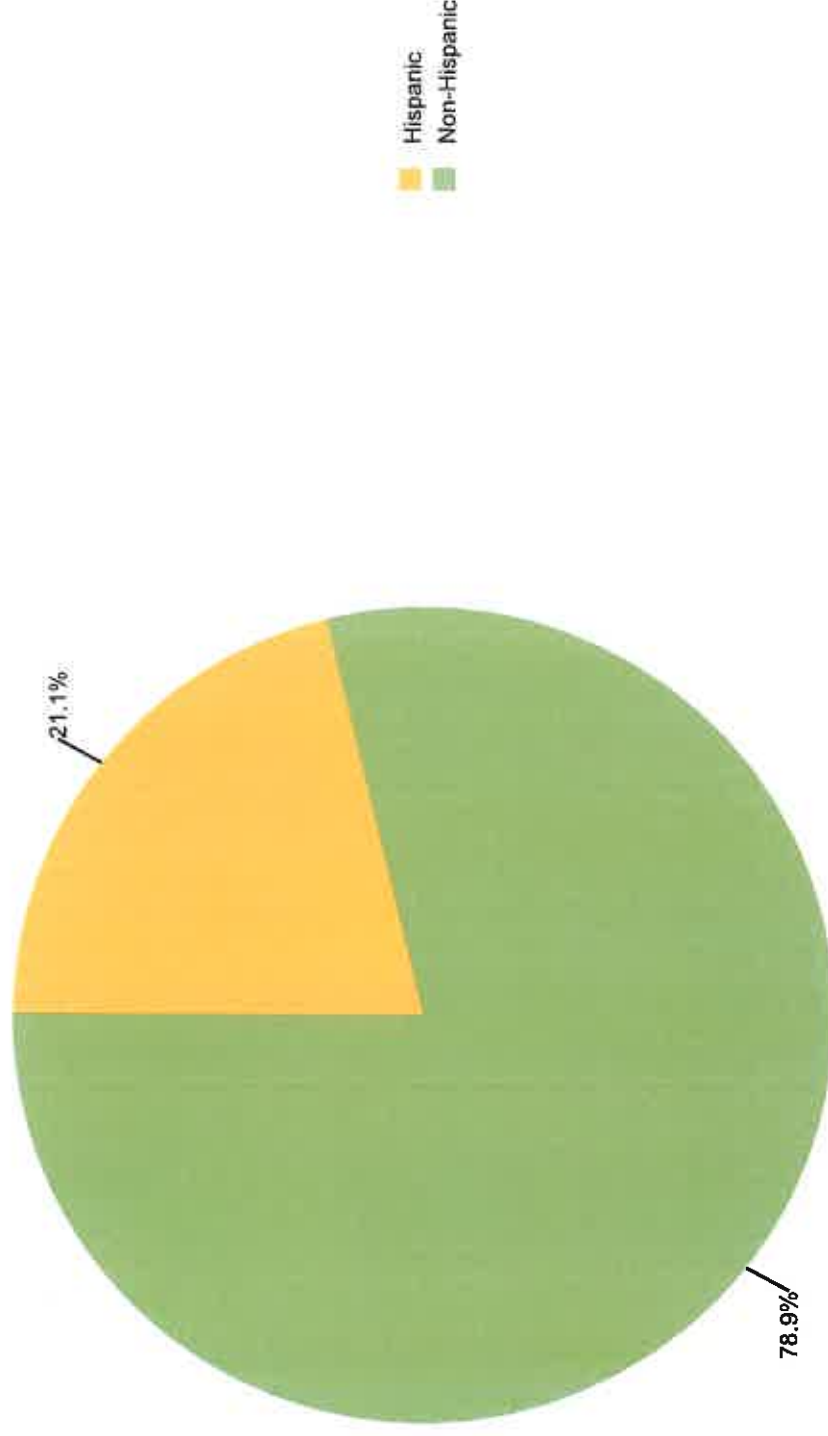
Universe: Total Population



U.S. Census Bureau, 2010 Decennial Census

Ethnicity			
Name	Total	Percent	
Total Population	161,719	N/A	
Hispanic	34,092	21.1 %	
Non-Hispanic	127,627	78.9 %	

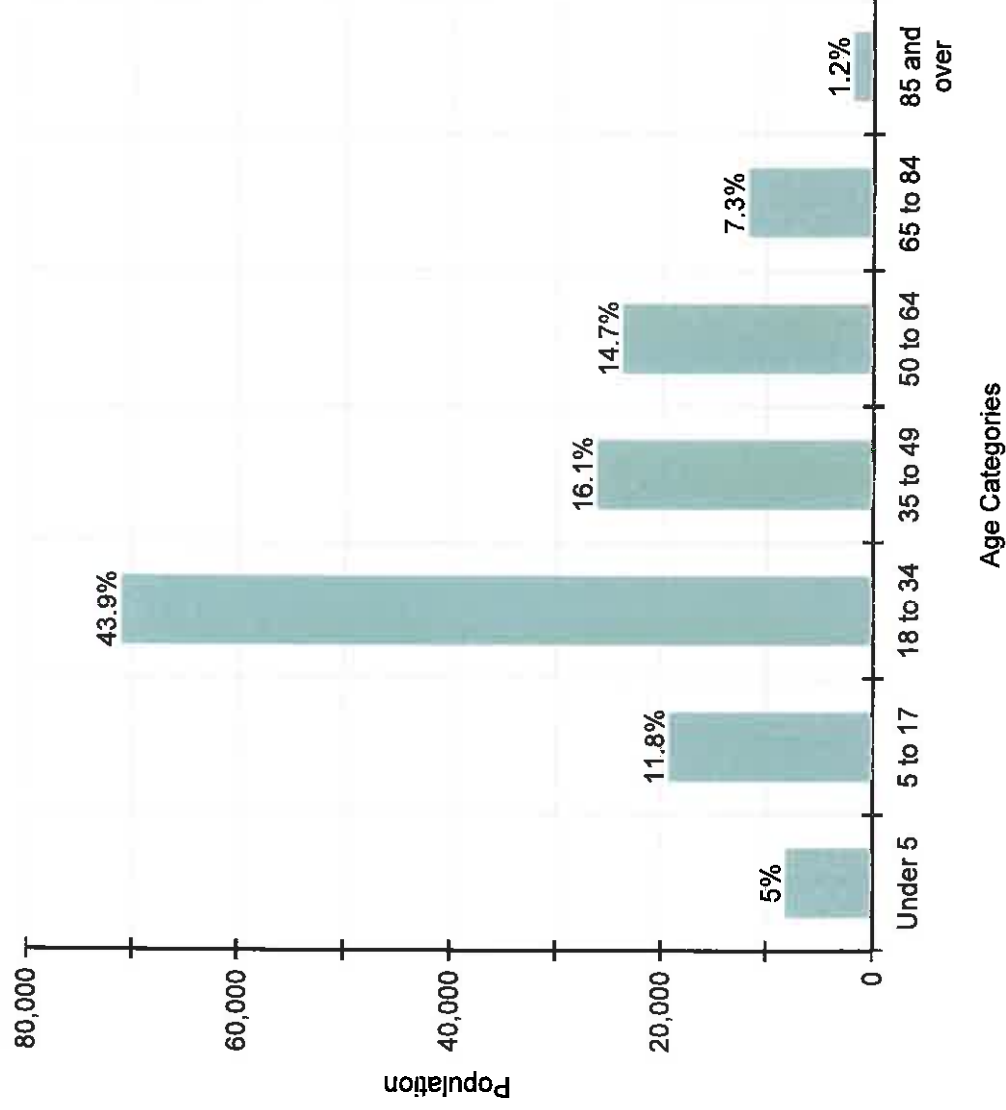
Universe: Total Population



U.S. Census Bureau, 2010 Decennial Census

Age		
Name	Total	Percent
Median Age	28	N/A
Under 05	8,049	5.0 %
5 to 17	19,159	11.8 %
18 to 34	71,039	43.9 %
35 to 49	26,089	16.1 %
50 to 64	23,723	14.7 %
65 to 84	11,779	7.3 %
85 and over	1,881	1.2 %
50 Plus	37,383	23.1 %
60 Plus	20,279	12.5 %
65 Plus	13,660	8.4 %
70 Plus	9,111	5.6 %
75 Plus	6,036	3.7 %

Universe: Total Population



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Attachment E – Tempe Involving the Public (TIP) Manual



Tempe Involving the Public (TIP) Manual

January 2015

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I. INTRODUCTION

The City of Tempe values resident input and believes that community members should be engaged early on in decisions that affect them. When done effectively, public involvement fosters cooperation and collaboration among individuals with differing viewpoints to find common ground. Rather than treating involvement as a process of competing interests, it is viewed as a forum where the public learns, forms opinions and preferences, and decides *together*.

Overview and Purpose

The *Tempe Involving the Public (TIP) Manual* was developed by the City of Tempe, in collaboration with the Tempe Neighborhood Advisory Commission, a 21-member citizen commission advising Mayor and Council on issues effecting neighborhoods, to maximize public input and engagement in planning activities. The goal of the manual is to provide a range of options for including citizens' voices in decision making for a variety of projects.

“Meaningful Public Involvement”

- ✓ Community members have an appropriate opportunity to participate in decisions that will affect them.
- ✓ The concerns of all participants involved are reflected in the public involvement process.
- ✓ How the public's contributions were considered in the City's decision is clear and transparent.

There are four different project types: private development, capital improvement planning, service planning, or long-range planning.

1. **Private Development Projects:** The level of public involvement in these projects will depend on how much change is being requested and how broad an impact.
2. **Capital Improvement Projects:** These are projects undertaken by the city to improve infrastructure and facilities such as streets, parks, sewers, fire or police stations. The public will have the opportunity to get involved when the five-year Capital Improvement Budget is considered. As specific projects are initiated, citizens provide input on project design. The size of the project and the type of project will influence at what level citizens get involved.
3. **Service Planning:** The city's primary purpose is to supply and deliver a wide range of public services. These include police, fire, planning, transportation, parks, utilities, courts, human services, trash, libraries and recreation. Public input is sought, gathered and analyzed prior to making service changes. The public can also address the City Council, pertinent Boards and Commissions and Council Committees.
4. **Long Range Planning:** These are plans that consider issues impacting the whole community and/or that have a multi-year timeline. The goal is to provide a participatory planning process that will educate and involve the public and ensure that the planning process is open to all impacted stakeholders.

This *Manual* outlines how to design an appropriate public involvement process detailing what to expect as well as when and how participants can provide their input for public and private

development projects. However, some degree of flexibility and generality is necessary because the type of public involvement designed will vary depending on the project's scope, budget, and the level of expected public interest or project impact. Use of this *Manual* is required for developers as they conduct their neighborhood outreach prior to the public hearing process.

Participants Roles and Responsibilities

In all public decision-making processes, everyone is welcome to participate. Participants have increasing levels of influence on the decisions made depending on their role in the project. Roles and responsibilities of participants are described below.

Decision-Makers. Decision-makers are those with the legal or legislative authority to make decisions. This might include City Council, authorized City Staff, Boards and Commissions, or other government regulators or funding authorities.

Impacted Constituents. Property owners, residents, business owners, homeowner associations, neighborhood associations, business associations, community organizations, service user groups, and other constituents who have an interest in the process or who may be impacted by the project are usually the most active participants. They should be notified and involved in the planning process in an appropriate manner.

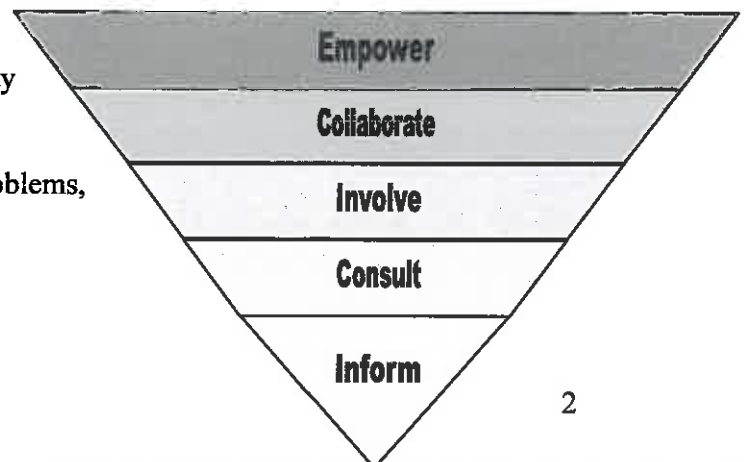
Technical Reviewers. Professional staff members from the City and other regulatory bodies provide technical and legal review and feedback to plans either during the planning process or its acceptance, adoption, or ratification.

General Public. Beyond impacted constituents, there may be others who are interested in the project, but not significantly impacted by it.

Levels of Public Influence

The level of influence public input has on decision-making is based on the degree to which authority is given to the participants. At the start of every project, this level of authority must be determined and confirmed with participants. It is possible that levels of influence will change during different project phases. The following International Association of Public Participation (IAP2) levels of public involvement assumes a hierarchical form where the activities included in each level are included in the one above. Refer to Appendix B for the IAP2 Public Participation Spectrum.

Inform. The *Inform* level is the least engaging of the various levels of participation. It offers one-way communication to participants. Its purpose is “to provide the public with balanced and objective information to assist them in understanding the problems, alternatives, and/or solutions.”



Consult. The *Consult* level provides information and gathers feedback from participants, but may not use that input in decision-making. It typically consists of a series of one-way communications. Its purpose is “to obtain public feedback on analysis, alternatives, and/or decisions.”

Involve. The *Involve* level directly engages the public. Communication is typically through two-way, open dialogue. Its purpose is “to work directly with the public throughout the process to ensure that public issues and concerns are consistently understood and considered.”

Collaborate. To *Collaborate* means to engage the public in decisions made during each step of the project, including defining the issues, developing alternatives, formulating recommendations, and sometimes even implementing recommendations. Its purpose is “to partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.”

Empower. The *Empower* level gives the public the authority to make decisions that will be ratified by the City of Tempe and implemented according to the plan. Its purpose is “to place final decision-making in the hands of the public.”

II. CITY OF TEMPE PROJECTS

Public Involvement Plan Components

The intent of the Public Involvement Plan (PIP) is to create an open and transparent process to guide the design of public projects resulting in a shared community vision. The role of a public involvement process is to provide objective information to assist the public in understanding the proposed project, to seek and encourage the involvement of all community members, to provide a variety of ways for the public to contribute ideas and offer feedback through all phases of the process, to make the process accessible and engaging to interested community members and to consider the public input in the design of the project.

All PIPs used in the City of Tempe must be developed according to this section of the TIP unless other specific regulatory requirements are mandated. The PIP will remain on file with the City and made available upon request.

There are eight components in a Public Involvement Plan, which are listed in the adjacent box. The Public Involvement Plan may evolve as conditions change, input is received or additional resources become available.

Public Involvement Program Components

1. Project Description and Background
2. Public Involvement Objectives
3. Stakeholder Analysis
4. Involvement Techniques and Communication Approach
5. Project Timeline
6. Public Meeting, Scheduling, Location & Access
7. Responsible Documentation
8. Process Evaluation and Conclusion

1. Project Description and Background

The Project Description and Background clearly and succinctly describes the project for which the PIP is being developed and its background. The narrative should answer the following questions:

- What is the project or program? What are the project boundaries?
- Who initiated the project?
- Why and how did the project come to be?
- What other projects or planning processes might be relevant, associated, or impacted?
- Who does the project impact (e.g., area or constituent groups)?
- Other pertinent information

2. Public Involvement Objectives

Public Involvement Objectives describe the expected level of public influence in the public involvement process.

An effective public involvement process for a capital improvement project considers the size and scope of the project. The level of involvement also depends on the type of project. Highly technical projects such as reconstruction of a sewer pipe may have very limited public involvement opportunities due to the project's inflexible nature. The design of a park and its amenities provide much greater opportunity for interested citizens to *Collaborate* during the planning process.

Capital

Inform	Consult	Involve	Collaborate	Empower

The level of influence in Service Planning should be *Involve* at minimum or *Collaborate* when possible. The level will depend on the technical or regulatory flexibility involved in decision-making. For example, the delivery of safe water must be left up to qualified experts, thus community members would not play a role in this service. On the other hand, determining library hours could involve significant public input. This input would play a part in the decision-making process.

Service

Inform	Consult	Involve	Collaborate	Empower

Long-range planning requires a high level of public involvement. State law requires voter ratification of municipalities' general plan documents every 10 years. Therefore, all long-range plans, and particularly those relevant to the *Tempe General Plan 2040* or the *Zoning and Development Code* as amended should seek the *Involve* level of influence at minimum. In planning for more specific areas and neighborhoods, the City should seek to *Collaborate*. This

manual does not replace careful review of the requirements for Tempe General Plan 2040 adoption and amendments included in the *Tempe General Plan 2040* and ZDC as amended.

Long Range

Inform	Consult	Involve	Collaborate	Empower
---------------	----------------	----------------	--------------------	----------------

3. Stakeholder Analysis

A Stakeholder Analysis identifies the community members that have an interest in the process or project in addition to their preliminary concerns or opinions. During the outreach effort, stakeholders should be informed about the general purpose of the planning process, invited to participate, and queried in regard to potential issues and types of concerns.

Internal and external community members that may have an interest in the city's planning processes are listed below:

Internal

Mayor and Council
Interdepartmental Staff
Boards and Commissions

External

Residents
Property owners
Neighborhood and Homeowners' Associations
Civic, Non-profit and Religious Groups
Educational Groups (PTAs, school districts, community colleges and ASU)
Businesses

4. Involvement Techniques and Communication Approach

Public involvement and communication techniques will vary depending on the type of planning process and the stakeholders (see Appendix C). The approach will be to facilitate working directly with the public throughout the process to ensure that the community's concerns and vision are consistently noted, understood and considered.

While traditional methods (meetings, presentations, and hearings etc.) still play an important role in public engagement, new participation and communication tools will also be extensively used to disseminate information and broaden outreach.

Some or all of the following methods will also be used to achieve broad and continuous public participation:

- Documents will be posted on the project website and made available at the City Clerk's Office and the Tempe Public Library.

- Comment forms will be available at public meeting(s), design charette(s), hearing(s), presentation(s), and on-line.
- Community survey(s) of residents, businesses and other interested parties.
- Online dialogue and interactive activities. These will include the Tempe Forum powered by Peak Democracy, which was founded to provide an online platform for citizen engagement designed to have the order and decorum of government meetings.
- Presentations to stakeholder Boards and Commissions
- Dedicated websites and online URLs will be used to share information and to collect feedback throughout the process
- Neighborhood Workshops
- Focus Groups
- Lecture Series
- Activities: Visual Preference Survey; Photo Safari; Placemaking Game; Character Area Community Walk / Ride; Self-guided Walking or Biking Tour; Dining Map Punch Card; Meeting-in-a-Box
- Web- based Activities; Virtual Meetings (online); WikiMaps Input; Google Earth
- Open Houses

Communication methods used may include:

- Press releases
- Tempe Today articles
- Water bill flyer insert
- Brochures and posters placed in common public areas
- Door hangers
- Mailed Notice
- Social media
- Tempe 11 video/banners
- Advertising
- Partner communication vehicles - work with the Neighborhood and Homeowners' Associations, Tempe Chamber, Tempe Tourism, the Downtown Tempe Community, Arizona State University, the school districts and others to include information in print newsletters, e-newsletters and online.

5. Project Timeline

The project timeline will clearly define the various steps to be taken to implement the project and carry out the PIP's objectives. The timeline should identify key milestones, how and when involvement will occur as well as decision points. Clarity on the anticipated timeline and stakeholder roles is important so that participants know what to expect in regard to next steps in the process as well as an overall time commitment for participation.

6. Public Input Scheduling, Location & Access

Public input opportunities need to be scheduled at times and in various locations in the city that help maximize attendance, should be held in locations accessible to persons with disabilities and should be held as near as possible to transit routes when possible.

With 48 hours advance notice, special assistance should be provided for persons with sight and/or hearing impairments; translators should also be made available for meetings when needed.

If required to meet the Arizona Open Meeting Law, agendas for public meetings must be posted at City Hall at least twenty-four (24) hours in advance of the public meeting. (Refer to Arizona Revised Statutes § 38-431.09 for specific requirements.)

7. Responsible Documentation

Documentation of all phases of the process will occur for future use and understanding of how the program worked, what comments were received and how the results of the public involvement were used in the development of the project.

Documentation will include:

- The adopted Public Involvement Program
- List and samples of outreach and communication documents
- Database of participant contact information
- All public comments made
- Results of Surveys

8. Process Evaluation & Conclusion

The City of Tempe seeks continual improvement of all of its activities. Evaluation will be performed throughout the public involvement process to ensure the Public Involvement Program is meeting participation requirements. Feedback opportunities related to public involvement techniques will be provided through the website and meetings and continuously reviewed.

Public Involvement Program's may change as conditions change or additional resources become available. The most current information about upcoming meetings and comment opportunities will be available on the dedicated website.

III. PRIVATE DEVELOPMENT PROJECTS

This *Manual* provides instructions for private applicants to create a Public Involvement Plan (PIP) after the Site Plan Review comments have been addressed and the project is ready for formal submittal. The purpose of the plan is to ensure that applicants pursue early and effective resident and property owner participation in regards to their land use applications in order to mitigate any real or perceived impacts their application may have on the community. This enables applicants to better comprehend the community's needs, resolve concerns at an early stage of the process and to facilitate ongoing communication between the applicant, interested citizens, property owners, City staff and elected officials throughout the application review process.

The planning of these projects is primarily conducted by the applicant and through a process required by the City of Tempe *Zoning and Development Code (ZDC)* as amended. The ZDC as amended explains approval and appeal authorities, detail requirements for application submittal and review, public notice and staff reports, public meetings and public hearings, conditions of approval, re-application and reconsideration of decisions, appeals and time extension, revocation, and transfer of permits/approvals.

Key steps in the public involvement process include: preparing and submitting a PIP to the city for review; implementing a PIP upon approval by the city; and preparing and submitting a Public Involvement Final Report after the implementation of the PIP has been completed.

Public Involvement Plan

The completion of the following is necessary for approval of a Public Involvement Plan (PIP). Each item listed below must be addressed in the PIP:

1. Attach a cover page titled “Public Involvement Plan,” which lists information such as the project name, address, general cross streets, and case number(s), if assigned at this time.
2. Provide a brief description of the proposed project, including the specific entitlement request(s).
3. Include a draft copy of your notification letter and sign text in the Plan.
4. Describe the proposed format of the neighborhood meeting.
5. Assess whether language translation is needed for the notification and/or neighborhood meeting.
6. Notification:
 - Include the notification area map and provide a list of the property owners within the area who will be notified.
 - List any Registered Neighborhood and Homeowners’ Associations, and their representatives, who will be notified.
 - Notification must occur a minimum of 15 days prior to the neighborhood meeting.
 - Confirm the date of the neighborhood meeting to ensure City Planning staff attendance whenever possible.
7. Identify to the best of your ability the stakeholders who will be directly and indirectly affected by your proposal and some of the concerns or issues these individuals may have.
8. State how individuals will be informed of any significant changes or amendments to the proposed development after the applicant’s neighborhood meeting (notification by mail, a second neighborhood meeting, etc.).

9. Prepare a schedule with estimated dates for completion of the Public Involvement Plan. This should include:
 - The date the Public Involvement Plan will be submitted to the project planner for review.
 - The estimated date of notification mailings and posting of site.
 - A submittal date for the Public Involvement Final Report (within 5 business days of the neighborhood meeting).
10. Receive sign-off authorization from the assigned Planner for the project, prior to mailing the notifications and posting the sign.

Public Involvement Final Report

Following the neighborhood meeting, a Public Involvement Final Report must be submitted. Each item listed below must be addressed in the report.

1. Attach a cover page titled "Public Involvement Final Report," which lists information such as the project name, address, general cross streets, and case number(s), if assigned at this time.
2. List dates that notification letters and meeting notices were mailed, newsletters, other publications were posted and/or advertised and signs were posted.
3. Attach a map of the notification area.
4. List the names of registered neighborhood and homeowners' associations that were notified.
5. Identify dates and locations of all meetings where citizens were invited to discuss the proposal. Include a description of the format of the neighborhood meeting.
6. Provide the total number of individuals noticed and the number of people that actually participated in the process. This includes individuals who attended the meeting(s), provided written comments, or phone calls.
7. List concerns and issues expressed by the participants and specify how each has or has not been addressed and why.
8. Attach copies of letters, photos of signs posted, affidavits, meeting invitations, newsletters, publications, meeting sign-in sheets, petitions received in support or against the proposed project, and any other materials pertaining to the public involvement process.
9. Submit Final Report to the assigned Planner for review.

IV. CONCLUSION

Recognizing the importance of informed decision-making, the City of Tempe, through the *Tempe Involving the Public Manual*, has sought to create a document that defines the City's public involvement processes.

The *Manual* sets expectations for the public on how they can provide input into public and private projects as well as establishing standards for conducting public involvement processes. As noted in this *Manual's* purpose section, it is important that the public involvement process remain open and flexible. Whether it is a matter of further planning or ongoing regulatory maintenance, it is vital to keep residents and interested parties informed about and engaged in the process.

For more information or assistance, please contact the Neighborhood Services Division at 480-350-8234 or neighborhoods@tempe.gov

An electronic version of the *Manual* is available at www.tempe.gov/TIPManual

The City of Tempe would like to thank the Neighborhood Advisory Commission for its dedication to and hard work on this project.

APPENDIX A

Overview Matrix

The Overview Matrix provides general insight into how types of planning, participants, and levels of influence all contribute to the type of public involvement plan that is designed for a given project.

	PRIVATE DEVELOPMENT PROJECTS	CAPITAL IMPROVEMENT PROJECTS (CIP)	SERVICE PLANNING	LONG-RANGE PLANNING
EXAMPLES OF EFFORTS	<ul style="list-style-type: none"> ▪ Residential ▪ Commercial ▪ Mixed-Use 	<ul style="list-style-type: none"> ▪ Streets ▪ Water/Sewer ▪ Parks 	<ul style="list-style-type: none"> ▪ Public Safety ▪ Recreation ▪ Transit 	<ul style="list-style-type: none"> ▪ Tempe General Plan 2040 ▪ Character Plans ▪ Transportation Plan
WHO TO INVOLVE	<ul style="list-style-type: none"> ▪ General public ▪ Applicant ▪ Impacted constituents ▪ City Staff 	<ul style="list-style-type: none"> ▪ General public ▪ Regulators ▪ Impacted constituents ▪ City Staff 	<ul style="list-style-type: none"> ▪ General public ▪ Regulators ▪ Impacted constituents ▪ City Staff 	<ul style="list-style-type: none"> ▪ General public ▪ Regulators ▪ Impacted constituents ▪ City Staff
POTENTIAL LEVEL OF PUBLIC INFLUENCE	<ul style="list-style-type: none"> ▪ <i>Inform</i> if according to all existing ordinances ▪ <i>Consult</i> or <i>Involve</i> if in need of variances or other special requests 	<ul style="list-style-type: none"> ▪ <i>Consult</i> to Annual CIP Plan and Budget ▪ <i>Involve</i> for specific projects ▪ <i>Collaborate</i> for specific project design 	<ul style="list-style-type: none"> ▪ <i>Involve</i> up to <i>Collaborate</i> 	<ul style="list-style-type: none"> ▪ <i>Involve</i> up to <i>Empower</i>
EXAMPLES OF INVOLVEMENT TECHNIQUES*	<ul style="list-style-type: none"> ▪ Public Comment ▪ Neighborhood Meetings ▪ Public Hearings 	<ul style="list-style-type: none"> ▪ Fact Sheets ▪ Open Houses ▪ Website Information ▪ Informational Meetings 	<ul style="list-style-type: none"> ▪ Surveys ▪ Focus Groups ▪ Public Meetings ▪ Advisory Committee 	<ul style="list-style-type: none"> ▪ Public Workshops ▪ Design Charrettes ▪ Task Forces

* FEDERAL, STATE, OR LOCAL REGULATIONS MAY DICTATE ADDITIONAL TYPES OF INVOLVEMENT AND COMMUNICATION PROCESSES.

APPENDIX B

IAP2 Public Participation Spectrum

Developed by the International Association for Public Participation

INCREASING LEVEL OF PUBLIC IMPACT

	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
PUBLIC PARTICIPATION GOAL:	To provide the public with balanced and objective information to assist them in understanding the problems, alternatives, and/or solutions.	To obtain public feedback on analysis, alternatives, and/or decisions.	To work directly with the public throughout the process to ensure that public issues and concerns are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision-making in the hands of the public.
PROMISE TO THE PUBLIC:	We will keep You informed.	We will keep you informed, listen to and acknowledge concerns and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and issues are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for direct advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.
EXAMPLE TOOLS:	<ul style="list-style-type: none"> ▪ Fact Sheets ▪ Web Sites ▪ Open Houses 	<ul style="list-style-type: none"> ▪ Public Comment ▪ Focus Groups ▪ Surveys ▪ Public Meetings 	<ul style="list-style-type: none"> ▪ Workshops ▪ Deliberate Polling 	<ul style="list-style-type: none"> ▪ Citizen Advisory Committees ▪ Consensus-Building ▪ Participatory Decision-Making 	<ul style="list-style-type: none"> ▪ Citizen Juries ▪ Ballots ▪ Delegated Decisions

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TECHNIQUES TO SHARE INFORMATION

TECHNIQUE	THINK IT THROUGH	WHAT CAN GO RIGHT?	WHAT CAN GO WRONG?
BILL STUFFERS			
Information flyer included with monthly utility bill	Design bill stuffers to be eye-catching to encourage readership	Widespread distribution within service area Economical use of existing mailings	Limited information can be conveyed Message may get confused as from the mailing entity
BRIEFINGS			
Use regular meetings of social and civic clubs and organizations to provide an opportunity to inform and educate. Normally these groups need speakers. Examples of target audiences: Rotary Club, Lions Clubs, Elks Clubs, Kiwanis, League of Women Voters. Also a good technique for elected officials.	KISS! Keep it Short and Simple Use "show and tell" techniques Bring visuals	Control of information/presentation Opportunity to reach a wide variety of individuals who may not have been attracted to another format Opportunity to expand mailing list Similar presentations can be used for different groups Builds community goodwill	Project stakeholders may not be in target audiences Topic may be too technical to capture interest of audience
CENTRAL INFORMATION CONTACTS			
Identify designated contacts for the public and media	If possible, list a person not a position Best if contact person is local Anticipate how phones will be answered Make sure message is kept up to date	People don't get "the run around" when they call Controls information flow Conveys image of "accessibility"	Designated contact must be committed to and prepared for prompt and accurate responses May filter public message from technical staff and decision makers May not serve to answer many of the toughest questions
EXPERT PANELS			
Public meeting designed in "Meet the Press" format. Media panel interviews experts from different perspectives. Can also be conducted with a neutral moderator asking questions of panel members.	Provide opportunity for participation by general public following panel Have a neutral moderator Agree on ground rules in advance Possibly encourage local organizations to sponsor rather than challenge	Encourages education of the media Presents opportunity for balanced discussion of key issues Provides opportunity to dispel scientific misinformation	Requires substantial preparation and organization May enhance public concerns by increasing visibility of issues




An IAP2 Tipsheet provides more information about this technique.

Tipsheets are included as part of the course materials for IAP2's Techniques for Effective Public Participation.

TECHNIQUE	THINK IT THROUGH	WHAT CAN GO RIGHT?	WHAT CAN GO WRONG?
FEATURE STORIES			
Focused stories on general project-related issues	<p>Anticipate visuals or schedule interesting events to help sell the story</p> <p>Recognize that reporters are always looking for an angle</p>	<p>Can heighten the perceived importance of the project</p> <p>More likely to be read and taken seriously by the public</p>	No control over what information is presented or how
FIELD OFFICES			
Offices established with prescribed hours to distribute information and respond to inquiries	<p>Provide adequate staff to accommodate group tours</p> <p>Use brochures and videotapes to advertise and reach broader audience</p> <p>Consider providing internet access station</p> <p>Select an accessible and frequented location</p>	<p>Excellent opportunity to educate school children</p> <p>Places information dissemination in a positive educational setting</p> <p>Information is easily accessible to the public</p> <p>Provides an opportunity for more responsive ongoing communications focused on specific public involvement activities</p>	<p>Relatively expensive, especially for project-specific use</p> <p>Access is limited to those in vicinity of the center unless facility is mobile</p>
HOT LINES			
 Identify a separate line for public access to prerecorded project information or to reach project team members who can answer questions/obtain input	<p>Make sure contact has sufficient knowledge to answer most project-related questions</p> <p>If possible, list a person not a position</p> <p>Best if contact person is local</p>	<p>People don't get "the run around" when they call</p> <p>Controls information flow</p> <p>Conveys image of "accessibility"</p> <p>Easy to provide updates on project activities</p>	Designated contact must be committed to and prepared for prompt and accurate responses
INFORMATION KIOSKS			
A station where project information is available.	<p>Make sure the information presented is appropriately tailored to the audience you want to reach.</p> <p>Place in well traveled areas.</p> <p>Can be temporary or permanent.</p>	<p>Can reach large numbers of people.</p> <p>Can use computer technology to make the kiosk interactive and to gather comments.</p>	<p>Equipment or materials may "disappear".</p> <p>Information needs to be kept up to date.</p>




TECHNIQUE	THINK IT THROUGH	WHAT CAN GO RIGHT?	WHAT CAN GO WRONG?
INFORMATION REPOSITORIES			
Libraries, city halls, distribution centers, schools, and other public facilities make good locations for housing project-related information	<p>Make sure personnel at location know where materials are kept</p> <p>Keep list of repository items</p> <p>Track usage through a sign-in sheet</p>	<p>Relevant information is accessible to the public without incurring the costs or complications of tracking multiple copies sent to different people</p> <p>Can set up visible distribution centers for project information</p>	Information repositories are often not well used by the public
LISTSERVES AND E-MAIL			
Both listserves and email are electronic mailing lists. With listserves, anyone can register on the listserve to receive any messages sent to the listserve. With e-mail, someone needs to create and maintain an electronic distribution list for the project.	<p>People read and share e-mail quite differently from hard copy mail. Thus you must write messages differently.</p> <p>Augment with hard copy mail for those who prefer it or who don't have ready e-mail access.</p> <p>To share information of any sort including notifying stakeholders when new material is posted to a Web site, inviting them to upcoming meetings, including comment and evaluation forms, sharing summaries of meetings, comments and input, etc.</p>	<p>As an inexpensive way to directly reach stakeholders</p> <p>When you hope people will pass on messages to others since electronic-based mail is much easier to share than hard copies</p>	Can be difficult to maintain accurate, current e-mail addresses as these tend to change more frequently than postal addresses.
NEWS CONFERENCES			
	Make sure all speakers are trained in media relations	Opportunity to reach all media in one setting	Limited to news-worthy events
NEWSPAPER INSERTS			
A "fact sheet" within the local newspaper	<p>Design needs to get noticed in the pile of inserts</p> <p>Try on a day that has few other inserts</p>	<p>Provides community-wide distribution of information</p> <p>Presented in the context of local paper, insert is more likely to be read and taken seriously</p> <p>Provides opportunity to include public comment form</p>	Expensive, especially in urban areas

TECHNIQUE	THINK IT THROUGH	WHAT CAN GO RIGHT?	WHAT CAN GO WRONG?
PRESS RELEASES & PRESS PACKETS			
Press Releases	Fax or e-mail press releases or media kits	Informs the media of project milestones	Low media response rate
Press packets (provides resource and background information plus contact information)	Foster a relationship with editorial board and reporters	Press release language is often used directly in articles Opportunity for technical and legal reviews	Frequent poor placement of press release within newspapers
PRINT ADVERTISEMENTS			
Paid advertisements in newspapers and magazines	Figure out the best days and best sections of the paper to reach intended audience Avoid rarely read notice sections	Potentially reaches broad public	Expensive, especially in urban areas Allows for relatively limited amount of information
PRINTED PUBLIC INFORMATION MATERIALS			
Fact Sheets	KISS! Keep It Short and Simple	Can reach large target audience	Only as good as the mailing list/ distribution network
Newsletters	Make it visually interesting but avoid a slick sales look	Allows for technical and legal reviews	Limited capability to communicate complicated concepts
Brochures	Include a postage-paid comment form to encourage two-way communication and to expand mailing list	Encourages written responses if comment form enclosed	No guarantee materials will be read
Issue Papers		Facilitates documentation of public involvement process	
Progress Reports			
Direct Mail Letters	Be sure to explain public role and how public comments have affected project decisions. Q&A format works well		
RESPONSIVENESS SUMMARIES			
A form of documentation that provides feedback to the public regarding comments received and how they are being incorporated	May be used to comply with legal requirements for comment documentation. Use publicly and openly to announce and show how all comments were addressed	Responsiveness summaries can be an effective way to demonstrate how public comments are addressed in the decision process.	With a large public, the process of response documentation can get unwieldy, especially if Web-based comments are involved.
TECHNICAL INFORMATION CONTACTS			
Providing access to technical expertise to individuals and organizations	The technical resource must be perceived as credible by the audience	Builds credibility and helps address public concerns about equity Can be effective conflict resolution technique where facts are debated	Limited opportunities exist for providing technical assistance Technical experts may counter project information

TECHNIQUE	THINK IT THROUGH	WHAT CAN GO RIGHT?	WHAT CAN GO WRONG?
TECHNICAL REPORTS			
Technical documents reporting research or policy findings	<p>Reports are often more credible if prepared by independent groups</p>	Provides for thorough explanation of project decisions	<p>Can be more detailed than desired by many participants</p> <p>May not be written in clear, accessible language</p>
TELEVISION			
Television programming to present information and elicit audience response	<p>Cable options are expanding and can be inexpensive</p> <p>Check out expanding video options on the internet</p>	<p>Can be used in multiple geographic areas</p> <p>Many people will take the time to watch rather than read</p> <p>Provides opportunity for positive media coverage at groundbreaking and other significant events</p>	<p>High expense</p> <p>Difficult to gauge impact on audience</p>
WORLD WIDE WEB SITES			
 Web site provides information and links to other sites through the World Wide Web. Electronic mailing lists are included.	<p>A good home page is critical</p> <p>Each Web page must be independent</p> <p>Put critical information at the top of page</p> <p>Use headings, bulleted and numbered lists to steer user</p>	<p>Reaches across distances</p> <p>Makes information accessible anywhere at any time</p> <p>Saves printing and mailing costs</p>	<p>Users may not have easy access to the Internet or knowledge of how to use computers</p> <p>Large files or graphics can take a long time to download</p>

TECHNIQUES TO COMPILE AND PROVIDE FEEDBACK




TECHNIQUE	THINK IT THROUGH	WHAT CAN GO RIGHT?	WHAT CAN GO WRONG?
COMMENT FORMS			
Mail-In-forms often included in fact sheets and other project mailings to gain information on public concerns and preferences	Use prepaid postage Include a section to add name to the mailing list	Provides input from those who would be unlikely to attend meetings Provides a mechanism for expanding mailing list	Does not generate statistically valid results Only as good as the mailing list Results can be easily skewed
Can provide a Web-based or e-mailed form	Document results as part of public involvement record		
COMPUTER-BASED POLLING			
Surveys conducted via computer network	Appropriate for attitudinal research	Provides instant analyses of results Can be used in multiple areas Novelty of technique improves rate of response	High expense Detail of inquiry is limited
COMMUNITY FACILITATORS			
Use qualified individuals in local community organizations to conduct project outreach	Define roles, responsibilities and limitations up front Select and train facilitators carefully	Promotes community-based involvement Capitalizes on existing networks Enhances project credibility	Can be difficult to control information flow Can build false expectations
DELPHI PROCESSES			
A method of obtaining agreement on forecasts or other parameters by a group of people without the need for a face-to-face group process. The process involves several iterations of participant responses to a questionnaire and results tabulation and dissemination until additional iterations don't result in significant changes.	Delphi processes provide an opportunity to develop agreement among a group of people without the need for meeting Delphi processes can be conducted more rapidly with computer technology. You can modify the Delphi process to get agreement on sets of individuals to be representatives on advisory groups, to be presenters at symposia, etc.	Can be done anonymously so that people whose answers differ substantially from the norm can feel comfortable expressing themselves. A Delphi process can be especially useful when participants are in different geographic locations.	Keeping participants engaged and active in each round may be a challenge.
IN-PERSON SURVEYS			
One-on-one "focus groups" with standardized questionnaire or methodology such as "stated preference"	Make sure use of results is clear before technique is designed	Provides traceable data Reaches broad, representative public	Expensive





TECHNIQUE	THINK IT THROUGH	WHAT CAN GO RIGHT?	WHAT CAN GO WRONG?
INTERNET SURVEYS/POLLS			
Web-based response polls	Be precise in how you set up site; chat rooms or discussion places can generate more input than can be reviewed	<p>Provides input from individuals who would be unlikely to attend meetings</p> <p>Provides input from cross-section of public, not just those on mailing list</p> <p>Higher response rate than other communication forms</p>	<p>Generally not statistically valid results</p> <p>Can be very labor intensive to look at all of the responses</p> <p>Cannot control geographic reach of poll</p> <p>Results can be easily skewed</p>
INTERVIEWS			
 One-to-one meetings with stakeholders to gain information for developing or refining public involvement and consensus-building programs	Where feasible, interviews should be conducted in person, particularly when considering candidates for citizens committees	<p>Provides opportunity for in-depth information exchange in non-threatening forum</p> <p>Provides opportunity to obtain feedback from all stakeholders</p> <p>Can be used to evaluate potential citizen committee members</p>	Scheduling multiple interviews can be time consuming
MAILED SURVEYS & QUESTIONNAIRES			
 Inquiries mailed randomly to sample population to gain specific information for statistical validation	<p>Make sure you need statistically valid results before making investment</p> <p>Survey/questionnaire should be professionally developed and administered to avoid bias</p> <p>Most suitable for general attitudinal surveys</p>	<p>Provides input from individuals who would be unlikely to attend meetings</p> <p>Provides input from cross-section of public, not just activists</p> <p>Statistically valid results are more persuasive with political bodies and the general public</p>	<p>Response rate is generally low</p> <p>For statistically valid results, can be labor intensive and expensive</p> <p>Level of detail may be limited</p>
RESIDENT FEEDBACK REGISTERS			
 A randomly selected database of residents created to give feedback to an agency, business, or organization about its services, priorities, project or contentious issues.	<p>Think through what terms the participants should have. In the United Kingdom, 2 years is common.</p> <p>Using an independent company to select the participants will help allay any cynical concerns of "handpicking" residents to get the answer sponsors want</p>	<p>Useful in gathering input from "regular" citizens, on an ongoing basis, instead of just from representatives of interest groups or those who more typically come to meetings, participate on advisory groups, etc.</p> <p>Provides useful input without requiring people to come to meetings</p>	Panel may not be credible with the larger community if people feel they have not been selected fairly.




TECHNIQUE	THINK IT THROUGH	WHAT CAN GO RIGHT?	WHAT CAN GO WRONG?
TELEPHONE SURVEYS/POLLS			
Random sampling of population by telephone to gain specific information for statistical validation	<p>Make sure you need statistically valid results before making investment</p> <p>Survey/questionnaire should be professionally developed and administered to avoid bias</p> <p>Most suitable for general attitudinal surveys</p>	<p>Provides input from individuals who would be unlikely to attend meetings</p> <p>Provides input from cross-section of public, not just those on mailing list</p> <p>Higher response rate than with mail-in surveys</p>	More expensive and labor intensive than mailed surveys




TECHNIQUES TO BRING PEOPLE TOGETHER







TECHNIQUE	THINK IT THROUGH	WHAT CAN GO RIGHT?	WHAT CAN GO WRONG?
APPRECIATIVE INQUIRY PROCESSES			
 <p>Appreciative inquiry is a systematic process that uses the art and practice of asking questions and building upon narrative communications to surface imagination, innovation and commitment to action.</p>	<p>Requires "whole system" involvement; participants should be a microcosm of the potentially affected public.</p> <p>Process requires an especially high level of engagement by core team members.</p>	<p>Creates high level of engagement and commitment to change as an ongoing process, not a one-time event.</p> <p>Fosters positive, grassroots level action</p> <p>Connects the community by celebrating stories that reflect the best of what is and has been.</p>	<p>Participants need to "own" and co-create the process. Core team members may burn out.</p> <p>Given the high level of engagement, people expect to see changes as a result of the process.</p> <p>The sponsor of the process needs to be truly committed to the outcomes.</p>
CHARRETTES			
 <p>Intensive session where participants design project features</p>	<p>Best used to foster creative ideas</p> <p>Be clear about how results will be used</p>	<p>Promotes joint problem solving and creative thinking</p>	<p>Participants may not be seen as representative by larger public</p>
CITIZEN JURIES			
 <p>Small group of ordinary citizens empanelled to learn about an issue, crossexamine witnesses, make a recommendation. Always non-binding with no legal standing</p> <p>More Info: Citizen Jury® The Jefferson Center www.jefferson-center.org or www.soc.surrey.ac.uk/SRU/SRU37.html</p>	<p>Requires skilled moderator</p> <p>Commissioning body must follow recommendations or explain why</p> <p>Be clear about how results will be used</p>	<p>Great opportunity to develop deep understanding of an issue</p> <p>Public can identify with the "ordinary" citizens</p> <p>Pinpoint fatal flaws or gauge public reaction</p>	<p>Resource intensive</p>
COFFEE KLATCHES – KITCHEN TABLE MEETINGS			
<p>Small meetings within neighborhood usually at a person's home</p>	<p>Make sure staff is very polite and appreciative</p>	<p>Relaxed setting is conducive to effective dialogue</p> <p>Maximizes two-way communication</p>	<p>Can be costly and labor intensive</p>
COMPUTER-ASSISTED MEETINGS			
<p>Any sized meeting when participants use interactive computer technology to register opinions</p>	<p>Understand your audience, particularly the demographic categories</p> <p>Design the inquiries to provide useful results</p> <p>Use facilitator trained in the technique and technology</p>	<p>Immediate graphic results prompt focused discussion</p> <p>Areas of agreement/disagreement easily portrayed</p> <p>Minority views are honored</p> <p>Responses are private</p> <p>Levels the playing field</p>	<p>Software limits design</p> <p>Potential for placing too much emphasis on numbers</p> <p>Technology failure</p>



TECHNIQUE	THINK IT THROUGH	WHAT CAN GO RIGHT?	WHAT CAN GO WRONG?
DELIBERATIVE DIALOGUES			
 <p>A systematic dialogic process that brings people together as a group to make choices about difficult, complex public issues where there is a lot of uncertainty about solutions and a high likelihood of people polarizing on the issue. The goal of deliberation is to find where there is common ground for action.</p>	<p>Considerable upfront planning and preparation may be needed. The deliberation revolves around 3 or 4 options described in an Issue or Options booklet.</p> <p>Process should be facilitated by a trained moderator.</p> <p>Deliberation should occur in a relatively small group, about 8 to 20 people. A larger public may need to break into several forums, requiring more moderators.</p>	<p>Participants openly share different perspectives and end up with a broader view on an issue.</p> <p>A diverse group identifies the area of common ground, within which decision makers can make policies and plans.</p>	<p>Participants may not truly reflect different perspectives.</p> <p>Participants are not willing to openly discuss areas of conflict.</p>
DELIBERATIVE POLLING PROCESSES			
 <p>Measures informed opinion on an issue</p> <p>More Info: The Center for Deliberative Democracy http://cdd.stanford.edu</p>	<p>Do not expect or encourage participants to develop a shared view</p> <p>Hire a facilitator experienced in this technique</p>	<p>Can tell decision makers what the public would think if they had more time and information</p> <p>Exposure to different backgrounds, arguments and views</p>	<p>Resource intensive</p> <p>Often held in conjunction with television companies</p> <p>2- to 3-day meeting</p>
DIALOGUE TECHNIQUES			
 <p>An intentional form of communication that supports the creation of shared meaning.</p>	<p>Dialogue requires discipline to intentionally suspend judgment and fully listen to one another. Participants need to be open to communication that engages both thinking and feeling.</p> <p>Participants need to feel safe to speak truthfully.</p> <p>It is important to carefully craft questions to be addressed in dialogue.</p>	<p>The group engages in “the art of thinking together” and creates shared meaning on a difficult issue.</p> <p>A new understanding of a problem or opportunity emerges.</p>	<p>Participants are “ready” to engage in dialogic communication. They may not be able to move from individual positions and reflectively listen to each other.</p>
FAIRS & EVENTS			
 <p>Central event with multiple activities to provide project information and raise awareness</p>	<p>All issues — large and small — must be considered</p> <p>Make sure adequate resources and staff are available</p>	<p>Focuses public attention on one element</p> <p>Conducive to media coverage</p> <p>Allows for different levels of information sharing</p>	<p>Public must be motivated to attend</p> <p>Usually expensive to do it well</p> <p>Can damage image if not done well</p>

TECHNIQUE	THINK IT THROUGH	WHAT CAN GO RIGHT?	WHAT CAN GO WRONG?
FISHBOWL PROCESSES			
A meeting where decision makers do their work in a “fishbowl” so that the public can openly view their deliberations.	The meeting can be designed so that the public can participate by joining the fishbowl temporarily or moving about the room to indicate preferences.	Transparent decision making. Decision makers are able to gauge public reaction in the course of their deliberations.	The roles and responsibilities of the decision makers and the public may not be clear.
FOCUSED CONVERSATIONS			
 A structured approach to exploring a challenging situation or difficult issue by using a series of questions arranged in four stages: Objective — Review facts Reflective —Review emotional response Interpretive — Review meaning Decisional — Consider future action	Plan the series of questions ahead of time and don't skip a step. May be used in many different settings, from debriefing a process to exploring the level of agreement on a given topic. Be clear on the intent of the conversation.	People learn new information and insights on a complex issue. People learn to respect and understand other views. The decisional steps leads to individual or collective action.	People jump ahead to interpretation or decisions and lose the meaning of the structured process.
FOCUS GROUPS			
 Message testing forum with randomly selected members of target audience. Can also be used to obtain input on planning decisions	Conduct at least two sessions for a given target Use a skilled focus group facilitator to conduct the session	Provides opportunity to test key messages prior to implementing program Works best for select target audience	Relatively expensive if conducted in focus group testing facility May require payment to participants
FUTURE SEARCH CONFERENCES			
 Focuses on the future of an organization, a network of people or community More Info: Future Search Network www.futuresearch.net	Hire a facilitator experienced in this technique	Can involve hundreds of people simultaneously in major organizational change decisions Individuals are experts Can lead to substantial changes across entire organization	Logistically challenging May be difficult to gain complete commitment from all stakeholders 2- to 3-day meeting
MEETINGS WITH EXISTING GROUPS			
Small meetings with existing groups or in conjunction with another group's event	Understand who the likely audience is to be Make opportunities for one-on-one meetings	Opportunity to get on the agenda Provides opportunity for in-depth information exchange in non-threatening forum	May be too selective and can leave out important groups

TECHNIQUE	THINK IT THROUGH	WHAT CAN GO RIGHT?	WHAT CAN GO WRONG?
ONGOING ADVISORY GROUPS			
 <p>A group of representative stakeholders assembled to provide public input to the planning process.</p> <p>May also have members from the project team and experts.</p>	<p>Define roles and responsibilities up front</p> <p>Be forthcoming with information</p> <p>Use a consistently credible process</p> <p>Interview potential committee members in person before selection</p> <p>Use third-party facilitation</p>	<p>Provides for detailed analyses for project issues</p> <p>Participants gain understanding of other perspectives, leading toward compromise</p>	<p>General public may not embrace committee's recommendations</p> <p>Members may not achieve consensus</p> <p>Sponsor must accept need for give-and-take</p> <p>Time and labor intensive</p>
OPEN HOUSES			
 <p>An open house encourages the public to tour at their own pace. The facility should be set up with several informational stations, each addressing a separate issue. Resource people guide participants through the exhibits.</p>	<p>Someone should explain format at the door</p> <p>Have each participant fill out a comment sheet to document their participation</p> <p>Be prepared for a crowd all at once — develop a meeting contingency plan</p> <p>Encourage people to draw on maps to actively participate</p> <p>Set up stations so that several people (6-10) can view at once</p>	<p>Foster small group or one-on-one communications</p> <p>Ability to draw on other team members to answer difficult questions</p> <p>Less likely to receive media coverage</p> <p>Builds credibility</p>	<p>Difficult to document public input</p> <p>Agitators may stage themselves at each display</p> <p>Usually more staff intensive than a meeting</p>
OPEN SPACE MEETINGS			
 <p>Participants offer topics and others participate according to interest</p> <p>More Info: H.H. Owens & Co. www.openspaceworld.com</p>	<p>Important to have a powerful theme or vision statement to generate topics</p> <p>Need flexible facilities to accommodate numerous groups of different sizes</p> <p>Ground rules and procedures must be carefully explained for success</p>	<p>Provides structure for giving people opportunity and responsibility to create valuable product or experience</p> <p>Includes immediate summary of discussion</p>	<p>Most important issues could get lost in the shuffle</p> <p>Can be difficult to get accurate reporting of results</p>
PANELS			
<p>A group assembled to debate or provide input on specific issues</p>	<p>Most appropriate to show different news to public</p> <p>Panelists must be credible with public</p>	<p>Provides opportunity to dispel misinformation</p> <p>Can build credibility if all sides are represented</p> <p>May create unwanted media attention</p>	<p>May create unwanted media attention</p>

TECHNIQUE	THINK IT THROUGH	WHAT CAN GO RIGHT?	WHAT CAN GO WRONG?
PUBLIC HEARINGS			
Formal meetings with scheduled presentations offered. Typically, members of the public individually state opinions/positions that are recorded.	May be required by sponsor and/or legal requirement	Provides opportunity for public to speak without rebuttal	Does not foster constructive dialogue Can perpetuate an "us vs. them" feeling
PUBLIC MEETINGS			
 An organized large-group meeting usually used to make a presentation and give the public an opportunity to ask questions and give comments. Public meetings are open to the public at large	Set up the meeting to be as welcoming and receptive as possible to ideas and opinions and to increase interaction between technical staff and the public. Review all materials and presentations ahead of time.	Participants hear relevant information and have an open opportunity to ask questions and comment. People learn more by hearing others' questions and comments. Legal requirements are met	The meeting escalates out of control because emotions are high. Facilitators are not able to establish an open and neutral environment for all views to be shared.
REVOLVING CONVERSATIONS (ALSO KNOWN AS SAMOAN CIRCLES)			
 Leaderless meeting that stimulates active participation More Info: Larry Aggens www.involve.com	Set room up with center table surrounded by concentric circles Need microphones Requires several people to record	Can be used with 10 to 500 people Works best with controversial issues	Dialogue can stall or become monopolized
STUDY CIRCLES			
 A highly participatory process for involving numerous small groups in making a difference in their communities.	Study circles work best if multiple groups working at the same time in different locations and then come together to share. Study circles are typically structured around a study circle guide	Large numbers of people are involved without having them all meet at the same time and place. A diverse group of people agrees on opportunities for action to create social change.	Participants may find that the results are hard to assess and may feel that the process didn't lead to concrete action. It may be difficult to reach and engage some segments of the community.
SYMPOSIA			
A meeting or conference to discuss a particular topic involving multiple speakers.	Provides an opportunity for presentations by experts with different views on a topic. Requires upfront planning to identify appropriate speakers. Needs strong publicity.	People learn new information on different sides of an issue. Provides a foundation for informed involvement by the public.	Experts don't represent different perspectives on an issue. Controversial presenters may draw protests.

TECHNIQUE	THINK IT THROUGH	WHAT CAN GO RIGHT?	WHAT CAN GO WRONG?
TASK FORCES – EXPERT COMMITTEE			
A group of experts or representatives of stakeholders formed to develop a specific product or policy recommendation	<p>Obtain strong leadership in advance</p> <p>Make sure membership has credibility with the public</p>	<p>Findings of a task force of independent or diverse interests will have greater credibility</p> <p>Provides constructive opportunity for compromise</p>	<p>Task force may not come to consensus or results may be too general to be meaningful</p> <p>Time and labor intensive</p>
TOURS AND FIELD TRIPS — GUIDED AND SELF-GUIDED			
 Provide tours for key stakeholders, elected officials, advisory group members and the media	<p>Know how many participants can be accommodated and make plans for overflow</p> <p>Plan question/answer session</p> <p>Consider providing refreshments</p> <p>Demonstrations work better than presentations</p> <p>Can be implemented as a self-guided with an itinerary and tour journal of guided questions and observations</p>	<p>Opportunity to develop rapport with key stakeholders</p> <p>Reduces outrage by making choices more familiar</p>	<p>Number of participants is limited by logistics</p> <p>Potentially attractive to protestors</p>
TOWN MEETINGS			
A group meeting format where people come together as equals to share concerns.	<p>Town meetings are often hosted by elected officials to elicit input from constituents.</p> <p>There are cultural and political differences in the understanding of the term “town meeting.” It may be interpreted differently wherever you are working.</p>	<p>Views are openly expressed.</p> <p>Officials hear from their constituents in an open forum.</p>	<p>The meeting escalates out of control because emotions are high.</p> <p>Facilitators are not able to establish an open and neutral environment for all views to be shared.</p>
WEB-BASED MEETINGS			
Meetings that occur via the Internet	<p>Tailor agenda to your participants</p> <p>Combine telephone and face-to-face meetings with Web-based meetings.</p> <p>Plan for graphics and other supporting materials</p>	<p>Cost and time efficient</p> <p>Can include a broader audience</p> <p>People can participate at different times or at the same time</p>	<p>Consider timing if international time zones are represented</p> <p>Difficult to manage or resolve conflict</p>

TECHNIQUE	THINK IT THROUGH	WHAT CAN GO RIGHT?	WHAT CAN GO WRONG?
WORKSHOPS			
 <p>An informal public meeting that may include presentations and exhibits but ends with interactive working groups</p>	<p>Know how you plan to use public input before the workshop</p> <p>Conduct training in advance with small group facilitators. Each should receive a list of instructions, especially where procedures involve weighting/ranking of factors or criteria</p>	<p>Excellent for discussions on criteria or analysis of alternatives Fosters small group or one-to-one communication</p> <p>Ability to draw on other team members to answer difficult questions</p> <p>Builds credibility</p> <p>Maximizes feedback obtained from participants</p> <p>Fosters public ownership in solving the problem</p>	<p>Hostile participants may resist what they perceive to be the “divide and conquer” strategy of breaking into small groups</p> <p>Several small-group facilitators are necessary</p>
WORLD CAFES			
 <p>A meeting process featuring a series of simultaneous conversations in response to predetermined questions</p> <p>Participants change tables during the process and focus on identifying common ground in response to each question.</p>	<p>Room set-up is important. The room should feel conducive to a conversation and not as institutional as the standard meeting format.</p> <p>Allows for people to work in small groups without staff facilitators.</p> <p>Think through how to bring closure to the series of conversations.</p>	<p>Participants feel a stronger connection to the full group because they have talked to people at different tables.</p> <p>Good questions help people move from raising concerns to learning new views and co-creating solutions.</p>	<p>Participants resist moving from table to table.</p> <p>Reporting results at the end becomes awkward or tedious for a large group.</p> <p>The questions evoke the same responses.</p>

Attachment F – Summary of Public Involvement Sample

North -South Rail Spur Multi-use Path: Summary of Public Involvement

October 2018



THE PROJECT

The preliminary design for the North – South Rail Spur Multi-use Path design includes solutions for a 7-mile non-motorized corridor connecting from Knox Road on the south to a planned pathway north of University Drive. This project will provide a non-motorized connection spanning from Tempe Town Lake/Downtown Tempe to Knox Road near the Chandler border, making it the longest continuous pathway in the community.

The path will include lighting, landscaping and public art while being ADA compliant, and will include improvements to street crossings (i.e., at grade signals or pedestrian islands). Following the preliminary design project, the corridor was divided into two phases for project implementation:

Phase I: University Drive to Baseline Road

Phase II: Baseline Road to Knox Drive

Meetings were held on Wednesday, October 3 and Saturday, October 13, 2018. The survey focused on the Phase I design (University Dr. to Baseline Rd). Input was taken from October 3 - October 27, 2018.

OUTREACH

DIRECT MAIL	MEDIA	MEETINGS/INFO	SURVEYS
<ul style="list-style-type: none">• Postcards to the single family households in the area bounded by Rio Salado Pkwy/Guadalupe Rd/Rural Rd/Priest Dr. (approx. 11,300)• Multi-family complexes received door hangers to each unit (approx. 17,000)• Reminder postcards sent to neighborhood and homeowner association residents	<ul style="list-style-type: none">• Social media to adjacent neighborhoods:<ul style="list-style-type: none">○ Facebook: 2376 reached○ Nextdoor: 2644 impressions○ Twitter: 3167 impressions• Press release inviting the public to attend the informational meeting• Meeting posted on City online calendar• Project website online	<ul style="list-style-type: none">• Presentation to Transportation Commission• Presentation to Sustainability Commission• Presentation to Disability Commission• City Council Friday packet information item• Slide re meeting on info	<ul style="list-style-type: none">• Comment cards distributed at public meetings 86 responses• Public encouraged to comment online in all posts and media

SURVEY RESULTS

Eighty-six individuals responded to the survey. Not all respondents answered every question. The results are below.

Question 1: Please rank the following elements (1-7) with 1 being your top priority and 7 your lowest.

Average of priorities over 86 responses:

1. Shade
2. Lighting
3. Nodes
4. Water Fountains
5. Wayfinding Signage
6. Public Art
7. Seating

Question 2: Nodes are groups of amenities along the corridor. Tempe has funding for three (3) nodes. Of the six (6) potential node locations which THREE do you prefer.

**Choice #1:
Alameda
Drive**



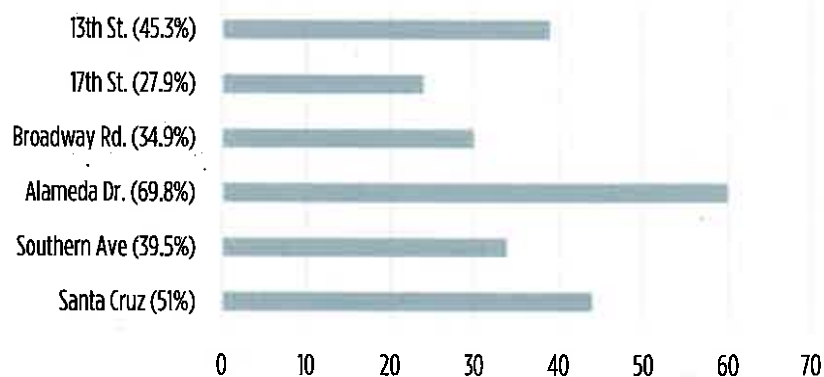
**Choice #2:
Santa Cruz
Drive
(Kyrene)**



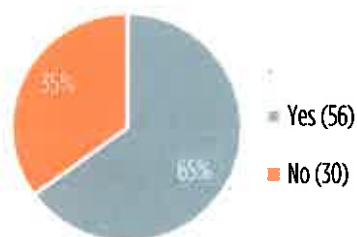
**Choice #3:
13th St.**



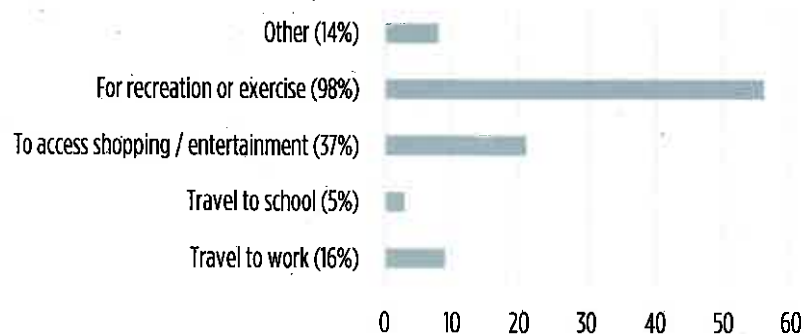
Which node do you prefer?



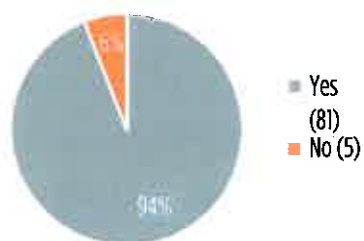
Question 3: Do you plan on using the corridor for walking?



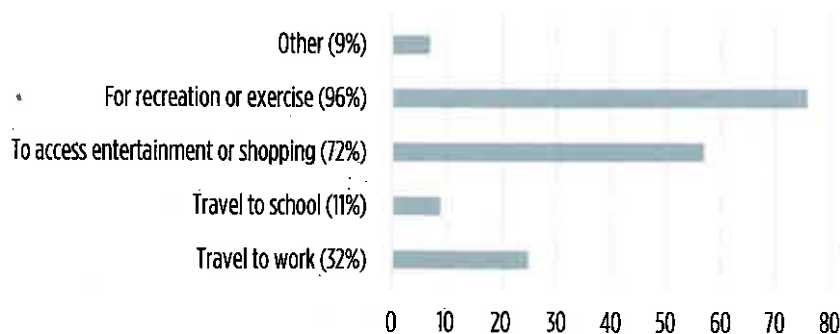
Question 4: If you do plan on using the corridor for walking, what is your trip purpose? Please check all that apply.



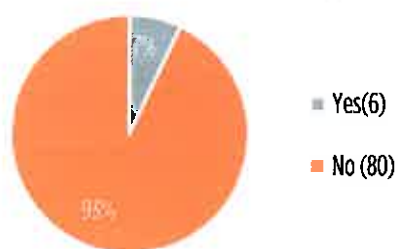
Question 5: Do you plan on using the corridor for biking?



Question 6: If you plan on using the corridor for biking, what is your trip purpose? Please check all that apply.



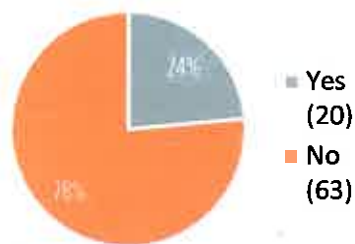
Question 7: Do you plan on using the corridor with a mobility device?



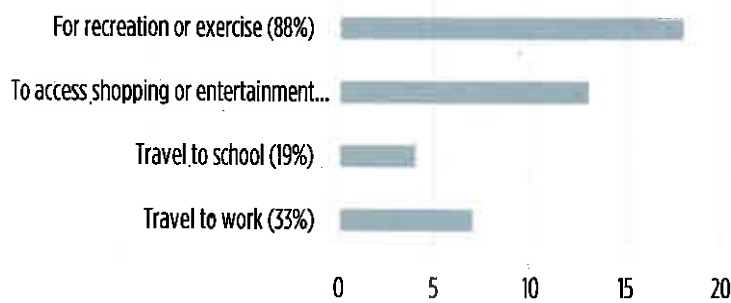
Question 8: If you plan on using the corridor with a mobility device, what is your trip purpose? Select all that apply.



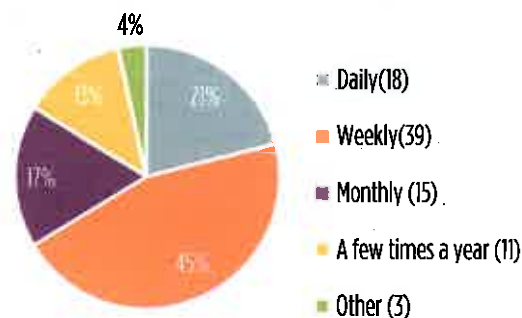
Question 9: Do you plan on using the corridor with a shared active transportation vehicle (dockless bicycles, electric scooters and e-blkes)?



Question 10: If you plan on using the corridor with shared active transportation vehicle, what is your trip purpose? Please select all that apply.



Question 11: If you plan on using the corridor, HOW OFTEN do you think you will use it?



Please express any comments you have about the proposed cycle track.

1. If a cycle track was built, it would be beneficial for it to be separated from the car roadway. Also, more education on the proper bike riding direction/people not walking in the bike lane would be useful.
2. I have used them before and they seem to work fine.
3. Sounds good
4. The further away from vehicle traffic the cycle lanes can be located the better. Hard barriers or landscaping between the cycle lanes and car traffic will add a sense of separation for safety, break up the asphalt with less heat retaining foliage and provide a sense of calming to all modes of transport.

5. I like it - it seems really good
6. Protection from traffic is most crucial. Parked cars or raised barriers & curbs especially landscape and trees very important
7. Given adequate width and signage as well as appropriate speed limit, this design seems ok
8. At first glance it seems a bit "unusual." It could be confusing (especially to oncoming drivers) but with proper markings and/or barriers, it could work.
9. All moving(?) traffic should be moving in the same direction on either side of the street
10. Best if they're separated from vehicle traffic by physical barriers.
11. Put me as far away from cars as possible and add a row of reflective flags like the ones on college and apache as you enter campus.
12. Do not put in vertical posts (plastic). Planter separation probably nicest but expensive
13. Not a good idea. Confusing to users, especially on entrance/exit. Encourages overtaking by bikes in busy situations, dangerous. I have experience of this system in California and don't like it. Keep the current system. Keep bikes moving in the same direction as the cars.
14. I think a dedicated cycle track is a good and safe option
15. I've used similar configurations. Good for safety of the cyclist.
16. Good idea. Drivers have to watch for cyclists on only one side of the street.
17. please separate the cycle tracks physically from vehicle traffic.
18. I am NEVER comfortable riding my bike in the same direction as the traffic in Tempe. I will always use the sidewalk.
19. Please add more than just painted lines, also a slightly raised barrier between cars and cycle track. There is such a barrier on Alma School in Mesa and feels very safe to cycle there.
20. I am a commuter and recreational cyclist. I love cycling. I am aware not all motorists love cyclists sharing the roadway and when we reduce roadway to make space for bikes, I think motorists resent cyclists and can become aggressive. I like having designated cycle spaces, I just do not care to reduce traffic lanes to do so.
21. needs a barrier from vehicles
22. The proposed cycle track appears to have enough of a buffer from traffic to be safe, however I would very much prefer if this were a separated, raised shared-use path; as exists in the rest of the design. If there is enough space for a cycle track, then there would be enough space for a shared use path.
23. I would like to see a way to share the railroad ROW so that there is no need to share the road on farmer. Sharing the road can cause accidents that could be avoided.
24. I love this. Raising it or using different paving material / paint would be better or separation. First choice: raise; second choice pylons or low fence.
25. Bike lanes should be treated as they are elsewhere in the city. Barriers of all sorts should be avoided if possible as the funds necessary to them would be better spent on landscaping, which more than anything else will tend to increase usage of the corridor.
26. There needs to be a barrier between the bikes and the cars, as well as clear marking for pedestrians to stay out of the lanes

27. Might be a good idea to work with the east side of the track between Southern and Baseline to better isolate the path from traffic and connect with Danelle Plaza
28. The Cycle Track should extend past Southern Ave to Broadway. Farmer Ave Route should be restudied and redesigned incorporating phase 2 Town Lake to Broadway, Via Ash Ave/13 St
29. Perfect! These are great! I would also suggest putting cones or blockers between the track and the road
30. Awesome! Green paint preferred.
31. Separate from vehicle traffic is a priority. That corridor is a speedy section of road and prone to both heavy traffic and dangerous speeders.
32. Would like to see bikes separated from cars, slower speed limits and strong vehicle speed enforcement.
33. "They are planning on reducing the width of the lanes from 20' to 11' to slow/calm traffic!" Yeah they tried that nonsense on McClintock by taking away 2 car lanes to add a bike lane in each direction. It did not slow/calm traffic but rather created a daily traffic jam that made it difficult for residents to get to their homes and added significantly to their commute times. It caused such an outcry that the city ended up putting the car lanes back in to relieve the traffic they created. The taxpayers had the privilege of paying for both modifications. If they are reducing the road width by half you can expect the traffic on that road to double.
34. We need separation from traffic. A lane painted on the asphalt is not going to do it. The kinds of things you used for McClintock is also not going to do it.
35. Yes, the more separation between cyclists and cars, the better.
36. A separate cycle track from pedestrians seems like a good idea if it's feasible, especially if it's physically separated.
37. Please make it physically separated. It will be intimidating to casual cyclists otherwise.
38. I think this is suitable in this location. Kyrene is low volume for vehicles but it will be nice to have some separation from the travel lane.
39. GOOD idea
40. Bike lanes better together than separated. I prefer a physical separation from autos.
41. Green painted lanes the entire strip
42. The more traffic signals the better. Also will there be emergency call boxes placed along the path.
43. My biggest concern is crossing the major streets.
44. The Bike track should have a solid physical barrier from traffic not just plastic sticks.
45. Excellent idea. The road is sufficiently wide to have a safe cycle track.
46. I look forward to using this path
47. I think the barriers used on McClintock were an eyesore. If safety experts think markings are safe, I'd go for those or if a physical separation is safer, might we use street level barriers?
48. Good idea
49. Please give a buffer. Ideally a protected buffer.

50. It seems the cycle tracks on McClintock were no successful. I'm encouraging the city to choose an option that can be long term. I would like the cycle tracks to be separate from the pedestrian paths; unlike the shared paths in the ASU area.
51. Can the cycle tracks be in the middle and the walk paths be on the outside edges? It would keep the dogs on the edge to do their thing.
52. Very much needed, excellent! Please always consider the disabled :-)
53. I do not favor cycle tracks unless physically separated from the vehicular traffic.
54. Yes- I love these! They were great in DC when I used one. Much better than having no bike lanes at all!
55. good idea for this area, I prefer the cycle track if it is physically separate from the vehicle traffic
56. awesome
57. It is awesome and I am very excited to see it developed.
58. I think it is a great idea and should be separated PHYSICALLY from traffic and traffic should also be slowed by speed bumps or other traffic calming means as Kyrene is a commuting corridor and automobiles drive at accelerated speed.
59. it would help calm Kyrene Raceway.
60. Very important
61. I like the idea
62. I have a gas powered bicycle I want this to be on the road so I can use it with my moped.
63. Adding a physical barrier between the car lanes and the cycle track would be a huge benefit to the amenity. It would make people feel safer and likely boost ridership.
64. looks good
65. I absolutely love the cycle track. I'm on my bike a lot. There is an increased awareness of how much safer I feel on my bike.
66. I think it is a great idea as long as there is physical separation
67. I like the new bike lanes on Galvin Parkway by the Desert Botanical Garden. They are bright and easy to see. I don't like the delineator posts. I work by the Capitol in Phoenix and they installed them on 15th Ave just north of Washington and they are all gone about 1 year later. Cars ran into them. I like this (<https://www.treehugger.com/bikes/how-create-bike-lane-seconds.html>) because I see drivers in bike lanes all the time and think there needs to be a physical separator.
68. Love the idea of a cycle track. Look at the one recently constructed by Mesa on Brown Rd. west of Country Club as a good example.
69. Is there a way to put this in the current dirt area between the railroad tracks and Kyrene Road? It would be nice to be further away from the cars.
70. Separate it from the road
71. Works great for locations that have been using it

Please share any additional comments you have related to this project.

1. Mill Ave is not a nice road to bike on because of cars zooming by. This path would create a safer pathway for cyclists. It's a great way to re-purpose the land along the train tracks for the benefit of cyclists and pedestrians.
2. I am very interested in the Alameda access/crossing. I have been complaining for years about the limited access on the east and west ends due to the posts that block cars and other unwanted users. The posts are so close together that many bicyclists have to dismount and walk their bike through. And it is impossible for a wheelchair or scooter to get through at all.
3. For walkability I would like to know if something will be added to the pavement when summer temperatures rise and it gets too hot.
4. Have there been discussions with the City of Chandler regarding plans for the extension of the pathway southward?
5. Any plans for grade separation at major intersections?
6. The railroad crossing at Alameda must be enhanced for utility and safety. This will align with an Interstate 10 crossing (connection) to Phoenix.
1. I'd really push for an alignment along the tracks through Maple/Ash v. Farmer Ave. alignment. 2. I'd prefer the path to be off-street/on the RR right of way. between Southern and Baseline. 3. I'd like to see the design team make efforts to "tell the story" of Tempe and the areas the path passes through by acknowledging any natural, cultural, historic or contemporary elements with design, detailing, public art, signage/wayfinding, etc. Elements to "tell the story" could include: anything RR/train related (colors, materials, patterns, lighting, etc.; any cultural / Native American resources; "historic" Maple Ash neighborhood (or any historically significant areas, districts, neighborhoods; Tempe High School (Buffaloes, athletics, etc); interesting signage (you get the idea); anything to impart meaning and an authentic "sense of place" will elevate the project above the typical FTA- TO-FT-B multi-use path and make it a more interesting experience.
7. Is the local funding coming from property tax hikes?
8. I like most of it, particularly the part that is a dedicated trail. Not so excited about the cycle track. I'd prefer to see the entire length of the trail be completely separated from traffic, with over/under passes and tunnels for crossing intersections in order for it to be a true bike/pedestrian path.
9. Looks very expensive- how much will it cost taxpayers - can it be partnered with private use, restaurants, day vendors, rental transportation, etc.
10. I am an avid Tempe biker and support this project. If you need to save money I think you can drop the node/rest areas. I seldom use them and seldom see others use them. There is nothing on this path that is worth stopping to see. Instead use the money to add traffic signals/bridges/tunnels where ever bikes frequently cross main roads, my number one concern.
11. I've not seen this type of bike path in use. I feel that it will not be conducive to cooperative sharing with opposing lanes next to each other. When I am passed by another bicycle, they have often been too close and actually clipped my with their handlebars or cut back to the bike lane and caused me to swerve into the curb or off the sidewalk. I use a standard (no gears) bicycle.
12. Make sure cars have good visibility of cyclists at intersections, especially cross street traffic (if there are any), as cyclists will be coming from the "wrong" way when you have 2-way cycling traffic on one side. On any street with on street parking, need to use sharrows (bikes may take the lane), not painted bike lanes, as getting "doored" is any issue when bike lanes are painted next to parked cars. This applies to Farmer.
13. Safety is my number one concern. You can save all the money you spend on artwork and seating and spend it on keeping homeless people from sitting on the benches drinking alcohol and throwing down litter. Some of our nicest walking and cycling paths have become homeless hotels. Adding water fountains will simply attract more of the same. Intelligent residents enjoying recreation on the paths

bring water with them. If you really care about the homeless, then invest this money to help the homeless, rather than to improve walking trails. Additionally, I think these shared-use scooters are a scourge. At least they take up less space than the bicycles, but people don't even have to exercise to use them. As for the bikes, really dumb. If you're homeless and need a bike, do you really have a credit card and/or a cellphone? If so, then you maybe have your priorities messed up. If you got a DUI and can't drive, sorry, but buy a bicycle, then, instead of booze. If we're doing this bike thing so criminals quit stealing residents' bikes, please know that they're just abusing these social bikes and leaving them strewn about like garbage everywhere instead.

14. Please expedite completion of the path from university to rio salado parkway. I understand private developers will be asked to complete this portion of the path, but it could be years before those parcels are developed. A higher priority should be given to linking this path to rio salado, to enable bicycle and pedestrian traffic to continue from the beach-park, south. In addition, I am concerned about the current shared-roadway design for the section of this rail-spur path from 13th st. to university. A cycle track, or shared use path, would be a much preferred design for this section if sufficient right-of-way exists. This would be one of the more heavily used section of the path, and would be the only section in the current design that lacks a defined, separated route for bicyclists. A separated path should be a requirement.
15. I hope we can use this project as a way to plant 100s of trees. This is a great use of city and federal funds. Some of these are among the most unsightly in Tempe. I hope we can change that.
16. To expand on the above comments, the line of the corridor as it stands has no natural attractiveness for much of its length. These areas (ie. the Kyrene Rd. portion) will definitely benefit from maximizing natural (ie. organic) landscaping. Also it would seem that fairly long stretches of the corridor allow little or no access to shopping or parks or recreational facilities.
17. I would like to see some kind of effort made to keep bicyclists in the bike lane instead of on the sidewalk. The biggest problems with Tempe bike lanes are that #1 People will ride on the sidewalk right next to the bike lane, which is unsafe for pedestrians and #2 People will ride the wrong way on the bike lane, which is unsafe for bicyclists using the lane properly.
18. I recommend using Laura Best as a public artist. A lot of her work stemmed from the Tempe area, is an ASU graduate and known for urban landscapes.
 - Like the idea of including historical and interpretative information along the trail related to Tempe and railroad heritage - encouraging urban exploration/tourism is also great. Public art can also be used to achieve this.
 - Important to keep in mind that the Danelle Plaza (Southern/Mill/Kyrene) is developing into a notable arts and music hub for Tempe and the associated Trail Node could build on this - would be a strong opportunity to connect with the Danelle Plaza arts scene / Unity through Community to help develop on this idea and work with the city. This would also provide a good link with the CBDG residential redevelopment project going up on the same site as well.
19. The biggest obstacle to the success of this project is the Union Pacific RR. It has been a Dividing Line between South and Downtown Tempe. Bicycle Paths should connect and not all be channeled to Rural Rd, McClintock or Mill. When is UPRR going to be considered part of the community and a good steward to Neighborhood cohesiveness. Dorsey Overpass or Tunnel along with Smith to Country Club tunnel or overpass makes perfect sense. This is where Funding is most needed. It connects to Metro Stations and offers the most for Tempe Residents. The Farmer Ave Design is uneeded, dangerous and will be underused. Think about families with strollers on Farmer, along with numerous obstacles to Metro Stations. Think bicycle commuters from Scottsdale, across new Town Lake East Bridge thru Karsten to Dorsey to Metro Station. South along Dorsey to UPRR Bridge or Tunnel to Broadway and Points South. Have UPRR partnership build the bridge!
20. I came from Atlanta, and their Beltline is very popular! It promotes movement, exercise, small businesses to pop up along the path for people to use, and is a great way to bring community together. Please make sure it is safe with proper lighting and maybe place emergency blue lights.
21. I ride this route daily with my family. We love biking to Tempe from Chandler along this path and are looking forward to a safer route. Thank you!!!

22. As a bicyclist and someone who simply enjoys slowing down and taking in the scenery, I'm always excited to see more non-vehicular pathways created, so keep up the good work!
23. The RR crossing at Alameda: Posts need to go. It is not ADA compliant. You can't pull a bike trailer through it.
24. Ideally this project is wholly removed from current vehicle traffic interaction wherever possible. Increased foot and bicycle traffic without some sort of gating/separation is asking for collisions, injury and worse.
25. I LOVE this project! These multi-use paths are a Tempe treasure and I use them almost daily, either running, walking my dog or biking. Thank you and GREAT JOB!
26. A few comments:
 1. How about a citizen patrol group after some basic CoT training to become trail "Ambassadors". Frequent users like myself could volunteer some time to "patrol" providing directions, general first aid and be the eyes and ears of the trail. Feel free to contact me to help organize this.
 2. As a frequent user of these multi-use trails I witness unsafe behavior almost daily. Generally this is bicycles speeding by walkers or runner at high speed with no notice. Many bicyclists believe these are bike paths and don't understand that they are multi-use. Signage which states that bicyclists must yield to pedestrians would help this. ASU has some great examples of this on their shared paths on campus.
 3. Electric motorized bicycles, scooters and skateboards are here now. Are they allowed on these trails? Is there a speed limit for them? Modified units can reach speed of 40 mph or higher, leading to even higher unsafe conditions than those mentioned above. This need to be addressed on existing multi-use paths as well as new ones. E-bikes on streets can use bike lanes if they go under 20 mph, but zipping by a pedestrian on a multi-use path at 20 mph can be a recipe for disaster. Let's not wait until someone gets seriously injured to address this.
27. I strongly support this project.
28. I hope you're getting rid of those cylinders at Alameda and the railroad tracks that prevent large bikes and bike trailers from crossing the tracks back and forth from East to West.
29. If you want mass transportation additions to work they must complement existing travel resources, not compete with them. If you add public transportation systems at the expense of existing systems (roads) you will encounter resistance and the system will not be sustainable. If the route in question needs to follow existing streets it is better to make the rail and bike path subsurface or above grade so they can exist in conjunction with existing roads (see Chicago's above grade rail system, our own Sky train, or NYC's subway for examples). This increases the initial cost of the project but makes it more viable in the long term. Trying to compel drivers to switch to the light rail by turning roads into rail spurs will increase traffic (because the light rail does not go where drivers need it to and cannot be used to transport materials in quantity), infuriate the people the city is purported to represent, and can force the city to make costly reversals at the taxpayer's expense (see prior comments on the McClintock bike lane addition fiasco).
30. Would like to see concrete border or fence border between traffic and track. Iron gates are also not acceptable.
31. Also I am concerned that the apartments on Mill between Southern and Baseline whose parking lots are placed next to tracks but is fenced by iron needs to have openings so tenants can access the path across the tracks also. Has this been considered?
32. Also making the lanes smaller may not calm traffic as you have suggested and my neighbors tell me you tried to do at McClintock. Are there other ways you can calm/slow traffic without creating a nightmare? Speed bumps?
33. Also where are the ADA cutouts supposed to be placed so that people in wheelchairs, power chairs, etc. can enter/exit? Will there be painted crosswalks at all streets?

34. I wonder who is paying to irrigate landscape plantings and place water fountains on property that is owned by UNION PACIFIC RAIL ROAD. Why are we improving their property to this extent? when we haven't put water fountains in several of our parks because it is too expensive, nor other walkways like the Western Canal.
35. Last note: I have no idea why you would ask me my ethnicity/race. I find it offensive. I am a human being and not a robot.
36. This is a fantastic project to protect the health and safety of cyclists. I would like to see as much vegetation and shade worked into the project as possible. We need to make cycling a more comfortable option for people in the heat of this desert. Would be great if consideration could be given to sustainability throughout the process as much as possible (materials, recycling, etc). I would also love to see these signalized crossings give preference to pedestrians and non-motorized transportation modes--would be great if they could be given right of way.
37. I'm concerned about possible traffic calming additions that would reduce the size of the road, especially along in the Southern/Kyrene area. Traffic is already pretty "calm" on Southern in that it's often at a standstill during rush hour, so I'd hate to see the size of Southern reduced in any way. For possible public art, it would be nice if community members could participate as a group project in one or more of the areas.
38. I like this idea and think a path similar to that of the green belt through Indian Bend Wash would be great. As our streets become more congested, finding an alternative to riding in the bike lanes or sidewalks is more dangerous. If Tempe wants to become a city that is multi-modal than options like this need to be available for the more casual cyclist, walker, etc.
39. I'm very excited about this project! So glad the city successfully applied grant funding for it. This route will be very important for people of all ages and abilities, away from traffic. There are limited north/south routes so this one is extremely necessary to provide more travel options for people. Everyone I know is glad it's a priority for the city.
40. Keep going, Tempe!. I ride my bike daily for exercise and would love to have shade in more places covering the riding/walking paths. Also more water fountains along paths.
41. Farmer Ave is the ONLY street in the neighborhood with power lines with most poles have excess lines. It prohibits trees to grow over the east side walks and streets for shade and weather. It is also an eye sore to the street and neighborhood. If an investment in this path is going to encourage walkers and riders, (as well as property investment and ownership into the neighborhood) I suggest looking into burring the power lines!
42. Great idea! I will use it! Also this meeting was most useful.
43. Please bring this south to knox asap!
44. This is an excellent idea to provide space for pedestrians, bicyclists, etc. away from high speed traffic. It will also improve areas that are currently basically wasted space.
45. Love it.
46. Please add more lighting than you have done on other multi-use paths; the current ones are too dark at night. 2. Less bushes; more trees. Bushes don't help with shade 3. Leave a bit of dirt space next to the concrete path without bushes so I can run in the dirt next to the path.
47. It's important to me that the drivers have a very clear understanding of the cycle tracks and pedestrian paths. I'd also like to see public art incorporated.
48. Use Tempe residents for the art, it's great when we have so many local artists her to contribute :-)
49. The plans call for keeping the existing bollards at Alameda. The existing bollards are too closely spaced. Some of them will need to be removed to be ADA compliant and to allow bicycles to easily pass.

50. Please consider the addition of fitness workout stations throughout the corridor. I saw in the results so far that over 90% of respondents plan to use it for fitness. I think it could be a great "fitness" corridor to promote healthy lifestyles plus they are a fun addition to a workout routine.
51. The plan calls for shared lanes along Farmer from University to Broadway BAD IDEA, you are setting the City up for a lot of liability. Farmer is a prefer cut through for residents who travel from the Riverside neighborhood and wish to avoid Mill Ave. You can't continue south on Ash and the only other option is Roosevelt. Farmer has bulb outs which would force the cyclist into traffic. Is the City going to tear these out along with the art? Work more with the railroad to continue the track along the rail right of way.
52. Just please keep the lights working. So many lights in the area have been out for years so my hope isn't very high for Tempe adding another unmaintained corridor.
53. be skateboard friendly
54. Having been a full time resident of Tempe for close to 35 years, I am proud to call this city my home. I tell people daily how I still like it and the direction it is going. I live on Farmer Avenue south of University Drive. I am a home owner and my 85 year old parents just relocated to one of the homes I own. They walk daily and are fascinated with all of the change. Understanding that the path diverts to my street between University and 13th, I'd like to encourage this portion on downtown to finally become a project to be proud of. Consideration must be given to burying the power lines. Is there another downtown street still unburied?! The new apartments at 12th Street and Farmer, The Bradford, should have been required to go underground when they were built. Being the red-headed stepchild of downtown in getting tiresome. It would be great to see more crosswalks mid-block and even more trees, chicanes and more bicycle friendly elements (perhaps on this historic part of Tempe. Go to the Tempe History Museum's website to see the number of historic properties between University and 13th. Help to make Farmer something to be proud of too since it is the only section of this project not going down the tracks. Thank you all for your hard work, creative ideas, and the ability to help make good things happen. I am a homeowner, landlord, business owner and caregiver. I have spent the better part of my life quietly investing money, energy, and time on this section of your proposed plan. Please make all of downtown Tempe great in all ways and thank you again for listening to me and taking into consideration these ideas.
55. I wholeheartedly support more safe N-S biking and pedestrian corridors in Tempe.
56. very excited to see continuing projects like this in my city!
57. Please do bring it to south Tempe
58. Hope it gets complete soon to continue to make Tempe the best place in the Valley to live
59. More promotion for bikes and running the better. A healthy community is a happy community.
60. I have two concerns about this project:
- Tempe has a serious homeless issue and I am afraid the nodes will just turn into homeless areas, like Tempe Beach Park and the ramadas on College just north of Tempe Town Lake - especially if there are fountains and shade associated with the nodes. For that reason it concerns me to have nodes by shopping areas or residential areas. By a park would be better. I think they are just a bad idea. However there needs to be shade - just not associated with seating.
 - My boyfriend and I get run down by bikes and scooters on the sidewalks all the time. On Friday nights we walk from Hardy to Mill to have dinner, then walk back. On the trip we are likely passed on the sidewalk at least every few minutes by either a scooter or bike and they expect us to move. I would say 5% of those riders use the bike lanes. So most of this path will be a good way to get them off the sidewalks - but not in areas where the path goes down actual streets. I am concerned about these areas.
61. How will the crossings of the arterial streets especially University, Broadway, and Baseline be handled? The traffic light system where the Western Canal path crosses Rural and McClintock Roads is good and should be used. Several times per week I ride the Western Canal path then proceed south riding between the SRP facility and the golf course. Crossing Guadalupe during non rush-hour usually is OK (no light at this crossing or even warning system the blinking yellow lights on signs), crossing Elliot is

always good since there is a traffic light, crossing Wanner is impossible except VERY early in the day this is a busy street and there is no light or pedestrian warning system. To be successful this project needs to address crossing of the major arterial streets Baseline, Broadway, etc), otherwise people will be less likely to use it. What landscaping will be done? My major complaint with the Western Canal Path as one rides from Tempe into Mesa is it is very straight and visually very boring. Anything such some gentle curves in the path or shade trees, to break up the straightness of this proposed corridor would be important.

62. On the stretch on Farmer from 13th to University. With parking and narrow sidewalks there is not enough room for two way traffic and a bike path. I think it's time for Tempe to consider one way streets with parking on only one side to provide safe bike lanes.
63. My home will be the first home people see when they walk north on the path way passing southern and the last one going south. My biggest concern is privacy since my fence is a wooden type you can see Street through when your in motion or looking through an opening when stoped.
64. My family and I just moved here 4 months ago and we are planning on building a pool and that's why privacy is a concern.
65. Great idea - will facilitate more bike commuting in and through Tempe - should help service the upcoming Grand office complex on Washington and Priest

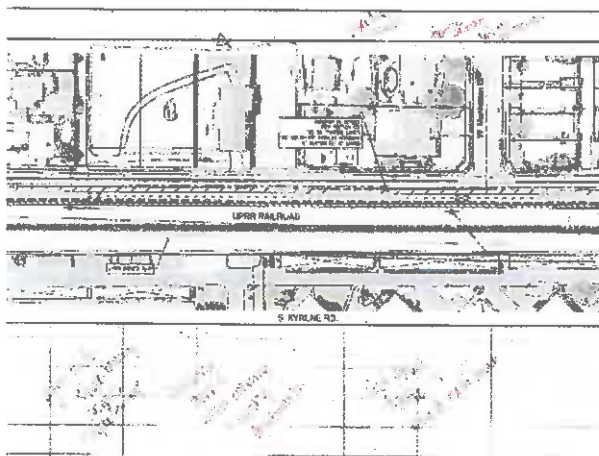
Nextdoor comments:

This is very cool! I'd love to share this with Town of Gilbert Development Services, especially the inside scoop on how to get buy-in with the railroad!

Emailed comments:

1. One question: Who is paying to landscape and irrigate and provide drinking fountains on UPRR property?! Sure hope it isn't us. Especially since we cannot seem to get drinking fountains in all of our parks. Cost too much I'm told.
2. The good news:
 - They are planning to put a light on Baseline and Kyrene by the tracks.
 - They are planning on reducing the width of the lanes from 20' to 11' to slow/calm traffic!
 The bad news:
 - they are going to landscape and irrigate Union Pacific Railroad land!
 - they are going to add lighting to the east side of Kyrene but no plans for the West side thus far.
 You have until 10/27/18 to fill out the questionnaire and help make this construction better than it is now. This will more than likely affect property values (making even less affordable housing in Tempe) and raise our taxes!

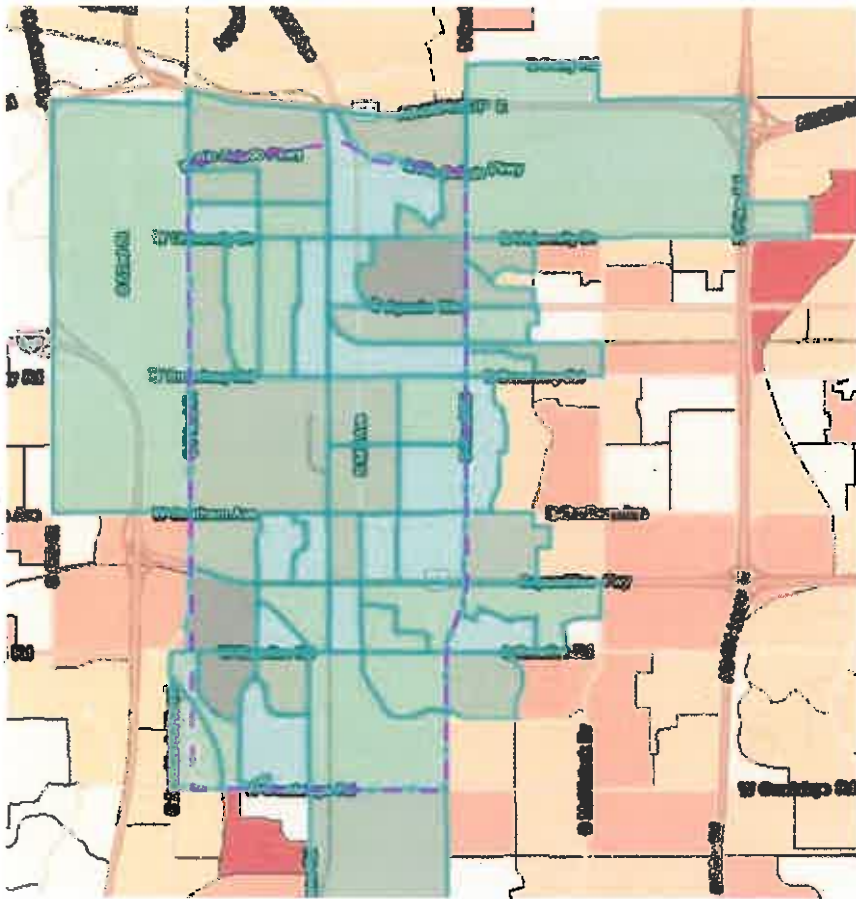
3.



4. As a bicyclist I am excited about the proposed North South Multi-use Path. I am happy with Tempe's current paths and know that the landscaping will be great. Because I am deaf I wasn't able to attend the two meetings, but I have one question: Will the alley east of Farmer Avenue from 13th Street to 16th Street still be open to motorized vehicles? From the plans online it looks like it won't. I live at 1505 S Farmer (Parcel ID 124-65-151) and have a carport that is accessed from the alley. Will I lose access to my carport?
5. Hi! I'm a homeowner on W. Erie Dr. in Tempe and bike commuter. I'm very interested in this project but I missed the meeting and just realized the comment period is now closed. Please let me know if there is another way to see the most recent plans and provide feedback.

Project Area Demographics

The demographics were compiled using the Maricopa Association of Government's data for the project area identified on the map below. Data for project area is for the area in turquoise, taking in areas adjacent to the project area (purple line) since census tracts that touch the boundary are automatically added by MAG's mapping/data tool.



		Project Area		Survey Respondents	
Population		81,095		86*	
Topic		Estimate	Percent	Number	Percent
Ethnicity					
	American Indian/Alaskan Native	3173	4%	1	2%
	Asian/Pacific Islander	7421	9%	3	4%
	Hispanic	19,364	24%	3	4%
	African American/Black	4867	6%	0	0%
	White	43,598	54%	61	90%
	Other	2672	3%	0	0%
		81,095	100%	68	100%
English Language Proficiency	Limited English Proficiency	6404	9.5%	Not available	
Commuting to work				Not available	
	Car or Truck - drive alone	29,823	66.6%		
	Car or Truck - carpool	3,572	8%		
	Public Transportation	2,649	5.9%		
	bicycle	2,739	6.1%		
	walk	3,084	6.9%		
	Other (cab, motorcycle, etc.)	939	2.1%		
	Work at home	1,989	4.4%		
No vehicle in available (household)		3924	13.4%	Not available	
Disability					
	Yes	not available		5	7%
	No	not available		68	93%

*not all respondents answered all questions